

**From:** [Michael Thompson](#)  
**To:** [De Cani Richard \(CORP\)](#); [French Alice](#); [Rumfitt Andy](#); [Inayathusein Aliasgar](#)  
**Cc:** [Christopher Tunnell](#); [REDACTED] [Mike Glover](#)  
**Subject:** Business Case Summary Garden Bridge  
**Date:** 09 May 2014 11:55:57  
**Attachments:** [Summary of Business Case Garden Bridge ISSUE 09.05.14.docx](#)

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Please see attached draft summary business case.

**Michael Thompson**

Associate | Planning, Policy & Economics

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [REDACTED]; [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [Wainberg Simon](#); [Mark Morris](#); [Marjan Gholamalipour](#); [Francis Archer](#)  
**Subject:** Change Requests  
**Date:** 03 March 2014 12:51:46  
**Attachments:** [001 – GB lighting optionsv2.doc](#)  
[Garden Bridge Lighting option appraisal 300114.xlsx](#)  
[Garden Bridge Width reduction 090114.xlsx](#)  
[004 GB Geometry Rev1.doc](#)  
[Southbank building Jan 2014.pdf](#)  
[003 GB Southbank Buildingv2.doc](#)  
[Garden Bridge South Building.xlsx](#)  
[002 - GB Temple Station Roof Rev1.doc](#)  
[Garden Bridge Temple Station roof resurfacing Rev1.xlsx](#)  
**Importance:** High

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Richard/Paul

I've reproduced Paul's comments at the bottom of this e-mail and given our responses in blue. The attached CRFs have been amended where necessary. The process should be that TfL consider and accept/reject the CRF and then if acceptable pass it to the GBT for approval, or if rejected return to us with comment. Seems a bit bureaucratic but experience shows that it is effective!

I attach the CRFs and supporting cost build-ups and confirmation of their status for:

- 001 Bridge Lighting - this is a potential trend, subject to closing out the issue with the MSPs/Police and approval signifies TfL/GBT confirmation that the design direction is accepted.
- 002 Temple Station Roof - we see this as a firm trend and hence on approval will be drawn down against contingency.
- 003 South Bank Building - we see this as a firm trend and hence on approval will be drawn down against contingency.
- 004 Bridge Width Reduction - this is a potential trend, subject to closing out the issue with the MSPs/Police and approval signifies TfL/GBT confirmation that the design direction is accepted.

As an early warning, we have made a preliminary estimate of the trend on design development for the following items:

- Glass Lift Shaft Enclosure - if these were taken forward the increase in cost would be circa £250k, but the proposal is currently under review to bring it back to budget.
- Balustrade - the current proposal of iron railings with a bronze handrail is showing an increase in cost of circa £200k, but this requires discussion with specialist manufacturers to establish opportunities for value engineering the proposal.

Regards  
Mike

Responses to Paul Morrell's e-mail of 23 February 2014

### **1. Lighting**

*(1) Given the difference of £500,000 between the column and bollard systems (and particularly having learned that the bollard system does not, as I had previously understood, satisfy both local authorities and the Police), I think this needs to be included in the presentation to the Trustees - particularly given the general concern expressed about cost escalation.*

The basis for our optimism was that we had made very successful presentations to both WCC and LBL planners, and submitted detailed justification for our proposals and compliance with the design standards to them. Both planners supported the bollard scheme in preference to the lamp post and catenary schemes and felt we had a good basis for taking forward to their MPS's; if you remember the issue was the LBL MPS.

It now seems that the WCC lighting engineer also has a view, which we will need to address by another briefing meeting; we also need to agree with him the road lighting under the bridge on the Embankment. We had planned to meet him with Graham King on 27 February at the Joint Boroughs Meeting, but he did not attend. We have the meeting with MPS's on 7 March at which the matter will have to be settled. In addition we have meetings with LBL on 6 March and WCC on 11 March where lighting will be discussed in more details.

As to the CRF, I recognise the risk that the bollard design will be strongly challenged, and for that reason we are still showing the cost associated with the bollards as a Trend and not a firm change; the purpose of the CRF is to record the likely cost impact of such a change.

*(2) Am I right in thinking that the Stage C estimate of £1,473,550 is like-for-like with the three options presented, and that the estimate includes separate allowances for (for example) soffit lighting to the bridge structure itself, including lighting where the Bridge over-sails highway/walkway, and any additional lighting required at the north and south landings?*

The £1.47m is like for like with the 3 priced options (column, catenary and bollard). The nearest comparable option is the column scheme at a cost of £1.35m.

None of the options include architectural lighting of the bridge soffit as this was removed from the Stage C scheme and estimate; it was shown as a downward trend in the December 2013 trend report. An outline proposal has been prepared for the installation of such lighting in the future, and subject to a separate future planning application.

The lighting to the local areas where the bridge oversails the pavement are considered to be part of the discussion with the WCC lighting engineer referred to in item 1 above.

*(3) To state the obvious, the form needs to come with a recommendation, and an estimate of the **total** cost impact – see comment 2(3) below.*

Changes have been made to all of the forms to include preliminaries and OH&P as requested.

*(4) We do also need a note on future running costs etc, as my earlier e-mail re lighting.*

A note has been added on running costs.

## **2. Temple Station roof**

*(1) Not sure why this refers to resurfacing the “non-pedestrian access area”, nor the later reference to there being “no public access to this area”, given that the whole of the station roof is designated Public Open Space.*

The text has been revised to reflect the current proposal; previously the roof beyond the station ticket hall roof was not included into the Garden Bridge project, but left entirely with WCC.

*(2) £0.904m for 1,250sqm (£720/sqm)? What are we paving it with?!*

It certainly does seem like expensive paving at first glance! However, the scope of the

change covers removal and disposal of the existing surfaces (Approx. 40% of the cost) and a new full roof build up including the paving. The detailed estimate appended to the change makes this clear. For the avoidance of doubt, a note has been included on the CRF regarding the cost impact if no works are required to the existing waterproofing, but in view of the age and potential condition of the existing roof structure and finishes this is probably optimistic at this stage.

*(3) The cost has to be total cost – rather than excluding Preliminaries, OHP etc. Happy for this to be expressed as a breakdown for direct comparison with the budget – but it does all need to be there.*

Noted and changed as requested.

### **3. South Bank Building**

*(1) I think we need more clarity as to the scope of the revised figure – for example by reference to a drawing, and confirmation of the extent of fit-out included.*

The THS document “South Landing Lambeth Design Update” January 2014 describing the South Landing Building is attached. It is a concept statement, and is not to a Stage C level of definition; an update cost estimate will be prepared based on the planning drawings. The extent of fit-out is poorly defined currently and hence the costs have assumed it is a shell only ready for 3<sup>rd</sup> party fit-out; this will be revised as part of the updated cost estimate for the planning application design.

*(2) If a significant part of the cost is for “the requirement for bespoke structural cladding panels”, then that too should be included in the presentation to Trustees in early March.*

The design of the South Landing Building has undergone substantial design development, particularly in its form and materials this year. And it would be appropriate for the GBTrust to be briefed on the design before it is submitted for planning approval.

*(3) Comment as above re total cost.*

Amended as requested.

### **4. Narrowing the Bridge**

*(1) Again to be presented to the Trustees, although I wouldn't expect any great difficulty with this, but there is a need to understand the implications – not least as the saving on total project costs looks pretty modest if there is any loss of impact or functionality.*

The changes introduced have been positively received in terms of aesthetics and engineering whilst maintaining the garden concept of the bridge. The estimated range of cost reduction given is considered a lower bound on the savings to be achieved, which will be documented as part of the updated cost estimate. The CRF has been raised to bring focus to the realisation of this identified opportunity.

*(2) Where the form indicates that there will be an impact on programme, it ought to include an estimate of what that impact will be.*

Noted

*(3) And again as above re total cost.*

Amended as requested.

**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Mark Morris](#); [Phillip Hall-Patch](#); [REDACTED] "[Stuart Wood](#)"; [REDACTED] [Marjan Gholamalipour](#); [Paul Couchman](#); [Francis Archer](#)  
**Subject:** Design and Construction Dashboard and a Change Request Form  
**Date:** 31 January 2014 10:35:48  
**Attachments:** [GardenBridgeArupChangeRequest.doc](#)  
[Garden Bridge Cost Dashboard 140131.xlsx](#)

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Paul/Richard

I attach a Draft Dashboard which sets out to summarise the status of the project on one sheet. It will take some more development, but I would appreciate any comments you may have on layout and content.

Also attached is a proposed Change Request Form which I would like to implement going forward.

Regards  
Mike

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Chester Neil](#); ["paul morrell"](#); ["Bee Emmott"](#); ["Crispin Rees"](#); [Wilson Tony \(Planning\)](#); ["Mike Glover"](#); [REDACTED]; [REDACTED]  
**Subject:** Design freeze  
**Date:** 23 December 2013 11:37:00

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Paul – in addition to Neil's email and yours of last week, I understand there are two further alterations to the design being considered: a different solution for exterior lighting and amendments to surface materials on the bridge. We have raised some questions with this recent change – lighting (op ex/maintenance costs) and surface materials (change from brick ?) and need confirmation that these changes are accepted and what change control mechanism we need to go through with the Trust.

Thanks Richard

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**From:** Chester Neil  
**Sent:** 23 December 2013 10:25  
**To:** 'paul morrell'  
**Cc:** 'Bee Emmott'; 'Crispin Rees'; Wilson Tony (Planning); De Cani Richard (CORP); 'Mike Glover'; [REDACTED]; [REDACTED]  
**Subject:** RE: Update on Coin Street

Paul

Thanks for the background.

Lambeth has hitherto maintained that full details of the south landing would be required for the planning application. However, recently – in response to Iain's evolving position – their stance has mellowed and they are talking in terms of a hybrid application with the bridge in full detail and the landing in outline. Although this isn't their preferred option Lambeth want to help us to meet our programme. Negotiation over what an outline application would look like now needs to happen because, as you rightly point out, the freeze date for the EIA will pass before we have certainty. Lambeth has indicated that they would accept very little detail if that would help us. The main difficulty is that their aspiration remains for a building with presence – which is clearly one of the larger (and more expensive) options. If we can get to the point where all parties agree the extent of the building and the principle of some commercial uses, we can try to reserve all other matters, including the proportion of different uses, for reserved matters applications. We then wouldn't need to show how the building works with a ITV/Coin Street development – just that it is capable of working. We need to be mindful however, of the potential impact on programme that reserved matters application may have later down the line.

It's worth highlighting that Lambeth aren't yet ready to accept the minimum for the south landing and their support is predicated on making the larger building work. Therefore, in respect to your question below, I don't think we're in a position to promote the do minimum option at this stage. I appreciate that this doesn't sit well with your strategy and I've alerted Lambeth to the point about cost versus income for the building. I just don't think they're ready to move away from a higher impact building without exhausting all negotiations with Coin Street, etc.

Therefore my recommendation from a planning perspective is that we still promote the larger building – albeit with approximately 6m cut away to allow for the north-south link near Princes Wharf – that features commercial uses. However we maintain the stance that without those uses we cannot provide a building with the presence that meets Lambeth's aspirations. In this way we continue to gently apply pressure on Lambeth to help resolve any conflicts with Coin Street and ITV (remembering that we need planning permission from Lambeth), which they're already trying to do. In parallel, I step up our discussions with Lambeth about maximising flexibility through an outline application and we work to better understand the implications on our programme.

On the construction access, I agree we need to have a plan B. My working assumption for the planning application is that we show (and assess in EIA terms) at least two options to avoid a ransom. Lambeth are amenable to that approach.

Obviously this is only my recommendation. I appreciate there are wider issues here and would happily take a steer from you and others. Clearly our approach is heavily influenced by what third parties are doing so I wouldn't be surprised if things change again in the new year.

Regards,

Neil

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**From:** paul morrell [<mailto:> ██████████]  
**Sent:** 22 December 2013 22:29  
**To:** Chester Neil  
**Cc:** 'Bee Emmott'; Crispin Rees; Wilson Tony (Planning); De Cani Richard (CORP); 'Mike Glover'; ██████████ ██████████  
**Subject:** RE: Update on Coin Street

Neil

Thanks for this – a really useful summary.

I think it's no surprise that we will be unable to reach an agreement with Coin Street in time for the planning application (probably) or the earlier freeze date set for the EIA (certainly), so we need a plan B.

In case you haven't seen it, attached below is an extract from a recent e-mail to Thomas about design freeze in general. Re the south landing, about which I know Thomas has strong feelings, this sets one condition: we cannot afford to build space that has no potential for income to defray the costs; and asks one question: what is the team recommendation, given all of the above, as to what to include in the planning application at the south landing? My own default position would be to show the minimum necessary to move people between embankment level and the Bridge, and to incorporate any accommodation essential to maintaining and operating the Bridge itself. This is partly to maintain progress, partly also to maintain a negotiating position with Coin Street (who I suspect don't want the minimal scheme), and finally because I think it's the right thing to keep options as open as they can be when the precise nature of the redevelopment of the ITV site and Gabriel's Wharf is not known.

The proposed all-parties meeting with Lambeth could perhaps break the stalemate, but I suspect Iain will still want to keep his options open, and we're also cutting things too fine relative to the freeze date for the EIA, so we need a plan as to the best possible basis for the planning application – so back to the team on that one.

On construction access, again I think we need a plan B, as discussed with Mike. It looks as though the only possibility for that is to operate from the river – and, for all the cost and logistical disadvantages of that, again we need an option that doesn't make us hostage to a decision by Coin Street. Costing plan B will also demonstrate how much we could "invest" in a better solution by making a payment to Coin Street for the use/reinstatement of Bernie Spain Gardens.

Paul

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**From:** paul morrell [<mailto:> ██████████]  
**Sent:** 18 December 2013 14:54  
**To:** 'Thomas Heatherwick'  
**Cc:** Richard De Cani (██████████); ██████████ Emmott, Bee (██████████); Crispin Rees (██████████)  
**Subject:** Design freeze

Thomas

As the date upon which design changes can still be made whilst hitting the April 2014 planning application date is fast approaching (if not 20 December, as currently targeted, then not long after that), I think there are three main issues that I would be interested in discussing. These are:-

### **1. The north end**

Probably the only reservation that the design gets from those that I show it to (in the context of a rave review of everything else) is the rendering of the platform at the end of the Bridge, facing up Arundel Street. At one level, I guess, we could leave this to the planning process – in that, if it raises any negative comment on the part of the Westminster planners, statutory or other consultees, or anyone responding to the posting of the application, then we can respond to it then – but that is at the risk of the cost and delay involved in re-design. So I guess the question for you is whether you are happy with it, and are satisfied that there is minimal risk of you either wanting or needing to redesign it later?

I agree, by the way, that the Bridge should announce itself at the north end with something closer to a bang than a whimper – so the question is whether that bang might just be a bit too loud!

### **2. Wellcome**

Clearly we have a lot of hurdles to jump (principally relating to planning and other consents, and to matters of real estate) before we can secure Wellcome's position, so this question is probably a simple one: would the design of the Bridge itself (principally re its connections onto the roof of Temple Station, and then down it to Temple Place itself) be the same, whether or not Wellcome is there?

### **3. South landing**

This is a difficult one, and in view of our exchange at the Trustees meeting, it needs spelling out a bit. We have 4 interests to align here: Lambeth (as both the Planning Authority and the Freeholder), Coin Street, ITV and ourselves – and at the moment it seems clear that they are not aligned, and they are not likely to be in the short term. If the area is to be the subject of comprehensive redevelopment, then it would be crazy to freeze our plans on the basis of the status quo. I am also clear that, whilst it might suit one idea of urban design (and also, it seems, the current thinking of Coin Street) to have a building of a scale that is determined regardless of purpose, we cannot and will not allow cost to escalate where there is an option not to, and where there is no commensurate increase in income/value to defray it.

As I say, we are currently presented with a design freeze date which is impossible to achieve in respect of the south landing – so unless there is a high level of confidence that a meeting can be arranged between all interested parties (including Lambeth as Planners) and then reach an affordable solution suited to all, all in very short order, then my question to the team is what is their recommendation for getting to a planning submission, with the EIA completed, in advance of being able to agree things with any or all of Lambeth, Coin Street and ITV? My answer would be a minimal scheme - that is, one that does no more than get people from bridge to embankment level, and accommodate functions essential to the operation and maintenance of the bridge.

So the above are all questions rather than directions (and the final one is whether there is anything else that you would still regard as unresolved); and if any of this cuts above a course of action already agreed with TfL, then please let me know so the Trust can establish whether it is content with the way things are proceeding.

P

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From: Chester Neil [<mailto:> 

Sent: 20 December 2013 16:14

To: Wilson Tony (Planning); De Cani Richard (CORP); 'paul morrell'; 'Mike Glover'



Cc: Teuma Marisa; 'Vaughan Sutton'; 'Clara Yeung'; 'Marjan Gholamalipour'; 'Claire Beedle'; 'Stephanie McGibbon'; 'Bee Emmott'  
Subject: Update on Coin Street

All

Lambeth met with Iain Tuckett of Coin Street Community Builders yesterday. Iain explained his position to Lambeth in terms of the Garden Bridge. Lambeth reported the following from the discussion:

1. Iain's main concern is about additional (i.e. new) visitors to the South Bank and additional management burden placed on Coin Street. He wants to better understand our predicted visitor numbers and our management strategies – particularly in relation to special events.
2. To mitigate this impact Iain wants an annual urban realm management contribution to be paid by the Trust and secured through the s106 agreement. This sum would be passed to Coin Street to cover their additional management costs. He likened the Bridge to the London Eye who apparently have a similar obligation.
3. Iain is concerned about the amount of public realm available to cope with the visitors to the Bridge.
4. He didn't rule out commercial uses (he mentioned a cafe as an acceptable use) but said that all commercial uses must be linked to the Garden Bridge – i.e. a 'Garden Bridge' cafe. It is unclear whether this would mean an established provider within a visitor centre or whether Iain actually means a new company being set up by the Trust.
5. Iain thought that he was 5-6 weeks away from sharing his masterplan ideas with Lambeth. Clearly this is too late for us to respond to their proposals and still submit in April. However he has reiterated that he wants a north-south access on the east side of ITV. Lambeth support this aspiration.
6. Finally, Iain was very concerned about the construction access through Bernie Spain and noted that the impact on the OXO businesses during the construction of developments to east on Upper Ground/Blackfriars Road was considerable.

I explained to David Smith at Lambeth that the Garden Bridge is a piece of publically accessible infrastructure and there is no current proposal to charge for entry. In this respect it is very different from the London Eye. It will have a huge benefit to immediate area of the South Bank and further afield in Lambeth. Therefore, it would be entirely unreasonable to expect the Trust to fund both the construction and maintenance costs of the Bridge and the wider public realm. David will discuss with senior officers at Lambeth and let us know their position – although the indication was that they would agree with our position. Lambeth did recognise the uplift in values that might result from the Bridge - I'm sure Iain isn't blind to them either.

I also explained that predicting visitor numbers is not a precise science and whilst we will be providing estimates to support the planning application, the reality might be different. It has always been my intention that the visitor management plan requested by Lambeth would be submitted in draft with the planning application. The ongoing monitoring and review of this plan would be a matter for the s106 agreement. Therefore, we can build in flexibility for the Trust in terms of management strategies, allow for different approaches in the opening years and business as usual years, and give Lambeth (and other stakeholders) an element of control to give comfort that visitors will be managed appropriately.

It is true however, that we haven't provided stakeholders with much information on our predicted visitor numbers. Nor have we shared much on our management strategies. We will need to pull together a package of information in the new year to brief stakeholders and I would assume the Trust would want to approve the approach to management of visitors in advance. This would need to cover pedestrian numbers and flows both on the bridge and approaches (e.g. Queens Walk). Lambeth would also like us to predict/ estimate where in the wider vicinity visitors may come from (e.g. Waterloo). It would be helpful to understand how visitor numbers might peak for special events. In terms of management, we need to pull together our proposals for security, management of the garden, etc, and share these with Lambeth (and Westminster).

You may have seen that Iain is on leave until 20 January – which is much later than hoped but Lambeth are still trying to get an ITV, Coin Street, LBL, TfL meeting asap in January. Clearly this is key to us getting an agreed way forward.

Regards,

Neil

**Neil Chester**  
**Principal Consents Advisor**  
**Consents Team**

📍 Transport for London

10th Floor Windsor House, 50 Victoria St, London SW1H 0TL

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** FW: Change Requests  
**Date:** 19 February 2014 21:16:56  
**Attachments:** [Garden Bridge Lighting option appraisal 300114.xlsx](#)  
[001 - GB lighting options.doc](#)  
[Garden Bridge Temple Station roof resurfacing.xlsx](#)  
[002 - GB Temple Station Roof.doc](#)  
[Garden Bridge South Building.xlsx](#)  
[003 GB Southbank Building.doc](#)  
[Garden Bridge Width reduction 090114.xlsx](#)  
[004 GB Geometry.doc](#)  
**Importance:** High

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Richard,

Apologies, but I inadvertently missed you on the circulation. I'm trying to reinforce the TfL/GBT communication channel through Simon to Paul M, as evidenced with the earlier issue today of programme and dashboard and budget. I trust this is what you wish.

See you tomorrow.

Mike

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**From:** Mike Glover  
**Sent:** 19 February 2014 20:52  
**To:** [REDACTED]  
**Cc:** Bee Emmott ([REDACTED]); Wilson Tony (Planning) ([REDACTED]); Mark Morris; Marjan Gholamalipour; Paul Couchman  
**Subject:** Change Requests  
**Importance:** High

Paul/Simon,

Attached for your consideration are 4 Change Requests:

- CRF001 - Lighting Options – support to proposed selection of bollard option.
- CRF002 – Temple Roof Resurfacing – surfacing of the area of roof beyond the area over the station.
- CRF003 – South Building - Development of the South Landing Building to scheme for Detailed Planning Application.
- CRF004 – Width Reduction – reduction in the width of the Bridge.

The actions we seek are approval for:

- Items CRF002 and CRF003 to be drawn down from contingency being firm changes with reasonably defined scope.
- Item CRF001 to be noted as a Trends pending approval from GBT.
- Item CRF004 is given as an initial estimate of the savings in support of an request to adopt the change after which a more detailed cost estimate will be made.

If you have any queries on the above please come back to me/Mark.

Regards  
Mike

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Vaughan Sutton](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#)  
**Subject:** FW: Discussion about next steps  
**Date:** 05 November 2014 18:32:00  
**Attachments:** [041114 Letter to Richard de Cani TFL re Garden Bridge.pdf](#)

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Vaughan –can you provide a commentary on the criticisms of the TA – in particular the point about not assessing visitor nos. I want to go back with a full and detailed rebuttal and need to do this early next week. I need extracts from the TA and references to all of the scenarios we have assessed. We need to really nail this point by going back with a very comprehensive response.

Can you get me a note by cop Monday pls ?

Thanks Richard

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**From:** Guy Perricone [mailto:████████████████████]  
**Sent:** 04 November 2014 17:12  
**To:** De Cani Richard (CORP)  
**Cc:** Bee Emmott  
**Subject:** RE: Discussion about next steps

Dear Richard,

Apologies for the delay in replying – it has taken some time to get the views of our team together. A letter in reply to your letter of last week is attached (hard copy to follow by post). As you will see, we do still have some concerns, but we remain ready to meet, if you wish to do so.

I'll look forward to hearing back from you in due course.

Regards  
Guy

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 03 November 2014 16:56  
**To:** Guy Perricone  
**Cc:** Bee Emmott  
**Subject:** Discussion about next steps

Guy – we are fast approaching a committee date for the Westminster planning committee and we would like to be able to address your concerns if at all possible. We have already offered commitments to the Middle Temple and at this stage it isn't clear whether these are accepted or you remain in a position of opposition to the Garden Bridge.

I wrote to you over a week ago with a response to your earlier letter and we would be very happy to meet again to discuss the points you have raised and whether there is any prospect of addressing them. I have always thought it is beneficial if we can address any issues before we get to committee and we are committing to doing as much as we can to addressing your concerns – if we can find a way forward.

Many thanks  
Richard

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Phillip Hall-Patch](#); ["Mike Glover"](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#)  
**Subject:** FW: Garden Bridge - DTM  
**Date:** 05 September 2014 16:56:00

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Hello both – I don't understand what further design work is being undertaken at the moment? The south landing building will not change for this planning application – it will remain as is. Any changes will be revisions to the current consent we are seeking but once we have consent. Bridge geometry – eh?

As we are still the contracting body for this work can you agree with us first of all what the programme of design work is (and why) before proceeding – is there a scope or EWN or something?

Thanks Richard

-----Original Appointment-----

**From:** Phillip Hall-Patch [<mailto:> [REDACTED]]  
**Sent:** 04 September 2014 13:01  
**To:** Phillip Hall-Patch; 816 Garden Bridge; Large Format Screen; Laptop for Presentation; Sally Armour ([REDACTED]); Sarah Lindars ([REDACTED]); Jonathan Ward ([REDACTED]); Marjan Gholamalipour; Mike Glover ([REDACTED]); Mateusz Jankowiak; [REDACTED]; Wilson Tony (Planning); [REDACTED]; [REDACTED]; Ian Wilson ([REDACTED]); Mark Morris ([REDACTED]); Mark Boulton ([REDACTED])  
**Subject:** Garden Bridge - DTM  
**When:** 10 September 2014 09:30-12:30 (GMT) Greenwich Mean Time : Dublin, Edinburgh, Lisbon, London.  
**Where:** Heatherwick Studio, 356-364 Gray's Inn Road

Dear all

Further to Marjan's recent note confirming high-level meetings on restart of the Garden Bridge project, this rolling invitation is for Design Team Meetings to recommence on Wednesday 10<sup>th</sup> September.

For this first meeting I would suggest a summary review of the design across the board (garden, bridge, north and south landings), where we are at with Planning, and what are the priority design items requiring our attention over the coming weeks and months. All this to be reviewed in the context of the programme to get us to Tender early next year.

Draft agenda attached. Please let me know if there are any particular issues you would like addressed.

Going forward I would suggest an alternating agenda typically of bridge & north-landing one week,

followed by bridge and south-landing the next. In the first month however focus may need to be on the south-landing as well as the bridge geometry freeze, as we need to bring the south up to speed.

Kind regards

Phil

-

Phillip Hall-Patch

Project Architect

<< File: 816-140910\_DTM-Agenda #034.docx >>



**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Vaughan Sutton](#); [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#)  
**Subject:** FW: Garden Bridge - Queen's Walk Pedestrian Volumes  
**Date:** 22 April 2014 17:01:00  
**Attachments:** [20140422 - Queen's Walk Note.docx](#)  
[Coin STreet Info.pdf](#)  
**Importance:** High

---

All – I just had a chat with Clara and have attached a simple diagram which summarises the information I need to discuss with Iain Tuckett tomorrow – it is 2018 data, with bridge, number of people and distribution of arrivals/departures on the queens walk.

If we are taking 7m annual and equating this to 5000 people in a peak one hour on a sat PM we need to be clear on our assumptions for the 5000 and the split of existing vs generated.

It isn't fair to say all 5000 will be new but neither is it credible to suggest there will be no new trips – the answer will be somewhere in between.

So for the TA we assume 5000 new – worst case I assume ?

For a discussion with Iain Tuckett on impacts and operating costs it might be quite different – but at least lets agree on the base numbers of people using the bridge –which I am assuming is the 5000 for the busiest one hour at the busiest time – so his worst case time period

Thanks Richard

---

**From:** Wilson Tony (Planning)  
**Sent:** 22 April 2014 16:20  
**To:** De Cani Richard (CORP)  
**Subject:** FW: Garden Bridge - Queen's Walk Pedestrian Volumes  
**Importance:** High

---

**From:** Alex Gardner [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 22 April 2014 15:56  
**To:** Wilson Tony (Planning)  
**Cc:** Vaughan Sutton; Clara Yeung  
**Subject:** Garden Bridge - Queen's Walk Pedestrian Volumes  
**Importance:** High

Hi Tony,

As discussed with Vaughan, please find attached a draft note outlining the expected pedestrian volumes on the Queen's Walk as a result of Garden Bridge.

Please could you let us have any comments as soon as possible to allow us to complete the note for tomorrow's meeting?

Regards,  
Alex

**Alex Gardner**

Planner | Transport Planning

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Anthony Marley; "Mike Glover"](#)  
**Cc:** [Taylor-Ray Judy](#)  
**Subject:** FW: Garden Bridge meeting 3rd September  
**Date:** 15 August 2014 08:16:00

---

Hello both – we need this meeting in the diary for the 3<sup>rd</sup> and Tony I will assume you will invite Andrew Tice and make sure we have what we need for the meeting ?

Thanks Richard

---

**From:** Copley, Peter [mailto: [\[REDACTED\]](#)]  
**Sent:** 13 August 2014 16:34  
**To:** De Cani Richard (CORP)  
**Cc:** Uden, Donna; Jonathan Turk  
**Subject:** Garden Bridge meeting 3rd September

Richard ,

We are all looking forward to catching up on the 3rd but thought it might be helpful if we agreed a short agenda.

There are three main issues for us:

- **getting the bridge built:** as you will have seen from our representations we have some very serious and real concerns about using the narrow path between ITV and IBM as a main materials route for the proposed bridge and about vibration disrupting production schedules. We have in excess of 150,000 visitors (audience members) every year that need to queue somewhere , they won't mix very well with concrete mixers. I know that IBM have similar concerns and are planning reps. We wonder what progress , if any , you have made in considering alternatives including pumping concrete from the river.
- **the design of the podium:** as you know our designers Hopkins have been working with the Thomas Heatherwick studio to try and ensure that the southern landing design is flexible enough to accommodate the mid term plans for re-development of the London Studios. We have asked Mike Taylor to attend at least part of the meeting to bring us upto speed on the discussions and to agree how we might move this forward.
- **the management of the bridge:** we share the same concerns already expressed I believe by SBEG , IBM and CSCB. We would like to understand what progress you have made on this point.

Let me know if there is more to add to the agenda and who will be attending.

Many thanks

--

Peter Copley  
Property Director



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Thank You.

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Michael Thompson](#)  
**Subject:** FW: Garden Bridge Summary  
**Date:** 09 May 2014 09:01:00  
**Attachments:** [Outline Business Case - Garden Bridge v1.3AI\\_ToARUP\(080514\).docx](#)  
[DRAFT RELEASE VERSION -ON CONCESSION -Garden Bridge Summary AIHighlight .docx](#)  
**Importance:** High

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**From:** Inayathusein Aliasgar  
**Sent:** 09 May 2014 09:01  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Rumfitt Andy  
**Subject:** Garden Bridge Summary  
**Importance:** High

Hi Richard,

Please see the email I sent Michael yesterday below. I had not realised that my updates had not made it in to the document shared at the end of last week and so a few of the numbers in the report are out of date. Have you received any updates from Michael since the version of the report attached? I cannot get to Michael by telephone but if the changes have not been made then I could quickly make them now. Please let me know.

Regards,  
Ali

---

**From:** Inayathusein Aliasgar  
**Sent:** 08 May 2014 14:49  
**To:** [REDACTED]  
**Cc:** French Alice; Hollander Yaron  
**Subject:** RE: progress

Michael,

I have been working on writing some of the sections of the Garden Bridge business case. Unfortunately, I had not updated some sections in the version you were given at the end of last week and so the numbers in the Walk Time Saving and Tourism Revenue section are out of date. Please could you update the numbers and text in those sections to reflect the attached? Note that I have highlighted the bits in your summary that need to be updated. Apologies for the late change.

If anything is not clear, please give me a call.

Thanks,  
Ali

Aliasgar Inayathusein | Principal Transport Modeller  
TfL Planning, Transport for London

T: [REDACTED] Auto: [REDACTED] E: [REDACTED]  
th



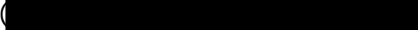
A: 9 Floor, Windsor House, 42-50 Victoria Street,  
London SW1H 0TL

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**From:** French Alice  
**Sent:** 08 May 2014 14:04  
**To:** Inayathusein Aliasgar  
**Subject:** FW: progress

Here is the draft from Arup. They have included the numbers and it currently says £14m for tourism benefit. I think you should send an email to Michael to update that section and let him know what numbers. It could still be changed again in the main document, but this is just for the Mayoral Direction this week.

---

**From:** Michael Thompson [<mailto:>   
**Sent:** 08 May 2014 13:12  
**To:** De Cani Richard (CORP)  
**Cc:** Christopher Tunnell; Tom Congrave (  
( French Alice  
**Subject:** RE: progress

Hi Richard

Please see attached which is released on a concession basis. It is not reviewed and represents work in progress.




Matters arising are:

1. Issues arising over the format – forced page breaks mean the document is longer in places than needed;
2. We have had to interpret the blanks in the business plan as best we can;
3. I have not completed a first pass review of the text received this morning so it would not represent our final position.
4. Appraisal Summary Matrix has a lot of gaps in it and this reflects the information in the main business plan document.


### Michael Thompson

Associate | Planning, Policy & Economics

### Arup

t  d   
f +44 121 213 3001 m   
[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 08 May 2014 09:50

**To:** Michael Thompson  
**Cc:** Christopher Tunnell; Tom Congrave ([redacted])  
([redacted]) French Alice  
**Subject:** RE: progress

Great – that will do

thanks

---

**From:** Michael Thompson [mailto:[redacted]]  
**Sent:** 08 May 2014 09:25  
**To:** De Cani Richard (CORP)  
**Cc:** Christopher Tunnell; Tom Congrave ([redacted])  
([redacted])  
**Subject:** RE: progress

Hi Richard

Will release a working draft (not reviewed) at 13:00 when in receipt of remaining section material. Nothing possible before then.

**Michael Thompson**  
Associate | Planning, Policy & Economics

**Arup**  
t [redacted] d [redacted]  
f +44 121 213 3001 m [redacted]  
[www.arup.com](http://www.arup.com)

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**From:** De Cani Richard (CORP) [mailto:[redacted]]  
**Sent:** 08 May 2014 08:40  
**To:** Michael Thompson  
**Cc:** French Alice; Rumfitt Andy  
**Subject:** progress

Michael – is there anything in draft form to have a quick look at today – doesn't matter if there are incomplete sections

Thanks Richard

\*\*\*\*\*

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Vaughan Sutton](#)  
**Subject:** FW: Garden Bridge TA  
**Date:** 13 May 2014 17:27:00  
**Attachments:** [Sketch of ped routes N.pdf](#)  
[Sketch of ped routes S.pdf](#)  
[20140422 - GB Southbank Ped Flows.pdf](#)

---

Vaughan – we still have some quite fundamental comments on the TA for the GB which Tony has summarised below to Marjan. Are these all in hand ?

Thanks Richard

---

**From:** Wilson Tony (Planning)  
**Sent:** 13 May 2014 16:42  
**To:** Gholamalipour Marjan  
**Cc:** Teuma Marisa; Chester Neil; Parr Billy  
**Subject:** FW: TA

Hi Marjan

I have had a brief skim of the new version of the TA but unfortunately it still does not do the main thing the TA needs to do, namely to set out clearly and convincingly what impact the visitors will have on the transport network. I am sorry to be addressing it to you as it's not your failing and I am not "shooting the messenger", but as you are co-ordinating the issue of documents and are the key person on the Arup side working to make sure that everything is being done, it is important that you know what the main flaws are with the TA, in the hope that you can help us to expedite some improvements in quality, as you have in some other areas.

Can you please ask the transport team:

- where are the flow diagrams showing the total flows on and off the bridge, and their routes to and from the bridge on the local network? We spent a long time on this point at the 'page-turning' two weeks ago, yet I am still none the wiser as to how many people are expected to go on and off at each end in the busiest periods and what routes they take. Figures 19-21 are unclear, are still inconsistent with the equally hard to decipher AR-TRA-M-0017, do not show the numbers expected to access/leave the bridge, and do not show anyone using Temple station. I attach a couple of sketches of the sort of thing we need, which then needs to be translated to numbers, added to base/committed flows, and LoS calculated. There is also an Arup sketch of forecast Saturday peak numbers onto/off the bridge at the busiest times – this is basic information the TA needs (but clearer, for the both ends together, and incl weekday peaks)
- I have repeatedly asked to see LoS assessments for the Thames Path at Oxo, this still isn't included. There is a mention of "The Queens Walk west of Gabriel's Wharf (including route past Oxo Tower)" but a) the flows will be different, and b) the path west of Gabriel's Wharf is about twice the width it is at Oxo so will have a very different LoS.
- why does the TA still say that in the busiest hour we will add only 35 trips to Temple station out of 5,000 visitors (less than 1%)? This is not credible or defensible when Table 7.25 has 33-37% of visitors arriving at or leaving from the northern end using the Underground. This would mean around 1,750 bridge

visitors use the station, not 35.

- we have been told that the station needs to close for six months for reconstruction of the ticket hall roof and said this is a major impact which needs to be reflected in the TA, but it still says that access to Temple Underground station will be maintained throughout the construction period (para 5.8.6). Which is correct? We discussed this two weeks ago, why is there no reference to the station closure, or is Arup's advice now that the station doesn't need to close during construction?
- what is happening with the proposed worksite on the southern side of Victoria Embankment? There is little discussion of its impacts in the text (what there is contradicts the proposed use of the southern footway as a diversion from the northern footway) and the only drawing I have (AR-TRA-P-0103) still shows a mature tree being removed to accommodate the loading bay (though it shows the tree in the wrong place, and also shows the newly planted tree in the wrong place). Do we need this loading area for concrete pumping? If so where will it be, what will its impacts be on trees, street furniture, pedestrians, cyclists, road safety?

Doubtless there will be other issues but the ones above are not only very basic but we spent most of 8 hours on them two weeks ago, and have asked them to be addressed more than once and I am at a loss to understand how we are still unable to present any credible data as to how we expect people will come on/off the bridge and what the impacts will be on Temple station.

It is frustrating that these issues raised multiple times have not only not been addressed, but that we have been told that they have been addressed when clearly that isn't true. For example:

Email from Billy, 8 May:

- *Chapter 9 (transport effects)*
  - *The assumption that only horticultural trips will generate new non-walking trips is unrealistic, and results in unrealistic figures being assessed in this chapter. Is it not logical, for instance, that only 35 trips – less than 1% - will be generated at Temple station during the peak Saturday hour if 4000+ people will visit the bridge in this time.*

Query from Marisa and response from Arup, 12 May:

*Transport Assessment-*

*Can you please confirm if the Draft TA on sharepoint incorporates all Billy's comments?*

*And is it complete and ready for Tony's review? I understand from our transport team that the Draft TA issued on Friday responds to all TfL comments to date including Billy's, Neil's and those from the page turn.*

Time is running out – the application cannot be submitted until these issues have been addressed in the TA, as these are major issues which carry a high reputational risk for TfL and which could lead to refusal of the application if we have no credible forecasts of the impacts.

Regards,  
Tony

---

**From:** Teuma Marisa  
**Sent:** 12 May 2014 15:58  
**To:** Wilson Tony (Planning)  
**Cc:** Chester Neil  
**Subject:** TA

---

**From:** Marjan Gholamalipour [<mailto:> [REDACTED]]  
**Sent:** 12 May 2014 15:49  
**To:** Teuma Marisa; Claire Beedle; Hannah Wright  
**Cc:** Chester Neil  
**Subject:** RE: submission on friday, TA and programme

Hi Marisa,

Please see our comments below in green and don't hesitate to let us know if you have any questions.

Regards,  
Marjan

---

**From:** Teuma Marisa [<mailto:> [REDACTED]]  
**Sent:** 12 May 2014 14:54  
**To:** Claire Beedle; Marjan Gholamalipour; Hannah Wright  
**Cc:** Chester Neil  
**Subject:** submission on friday, TA and programme

Hi Claire/Marjan,

I just tried to call you both. I have a few questions:

1. Submission last Friday-  
Can you please confirm what draft documents went to the Trust and Lambeth. The application contents list on sharepoint includes the draft TA? **Attached are the separate contents pages for the draft application issue on Friday for GB Trust and Lambeth. All draft documents relating to transport (i.e TA, ES transport summary matrix, NRA) were sent to GB Trust only.**
2. Transport Assessment-  
Can you please confirm if the Draft TA on sharepoint incorporates all Billys comments? And is it complete and ready for Tony's review? **I understand from our transport team that the Draft TA issued on Friday responds to all TfL comments to date including Billy's, Neil's and those from the page turn.**
3. Printing and programme for the next two weeks-  
Have you found out the deadline for printing the documents yet? **Print room needs 2 full day so everything has to be with them by Wednesday lunch time at the latest. We can't have a check of first set and arrange for the rest to be printed. If this is what we want, we need to allow more printing time.**  
As per our discussion on Friday can you let us know the situation with file sizes for each

document? Hanna and I will complete the table, page numbers etc and send it to you hopefully by close of play tomorrow at the latest.

Many Thanks,

Marisa

**Marisa Teuma**  
**Consents Advisor**  
**Consents Team**

📍 Transport for London

Zone 10B3 Windsor House, 50 Victoria St, London SW1H 0TL

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Vaughan Sutton](#)  
**Cc:** ["Mike Glover"; Chester Neil; Wilson Tony \(Planning\)](#)  
**Subject:** FW: Garden Bridge  
**Date:** 04 September 2014 08:26:00  
**Attachments:** [Comments on Appendix 6 to Garden Bridge Transport Assessment.pdf](#)  
[Middle Temple's Costed Proposals.pdf](#)  
[Site Plan 001 - Location of items.pdf](#)  
[Site Plan 002 - Location of Signage.pdf](#)  
[Site Plan 003 - Residential Units.pdf](#)  
[Site Plan 004 - Pedestrian Routes.pdf](#)  
[Temples Character Summary.pdf](#)  
[Visitor centre - Proposed layout.pdf](#)  
[Letter to Matthew Mason 02-09-14.pdf](#)  
[ATT00001.txt](#)

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Vaughan – I hope you are well

We have just received this from Savills on behalf of Middle Temple. It is outrageous. The key thing is it is all derived from their assessment of the pedestrian numbers. We met them last week and they had undertaken no analysis themselves – just gut feel we were wrong. They have now done some half arsed analysis – see their submission.

Their view of the numbers is suggesting the bridge contributes 1m of capital works to the temple for toilets and visitors centre etc

We need to do a number of things

1 – provide a robust and comprehensive critique of their assessment and defence of our numbers including presenting clearly to them what the numbers are and why the issues they raise with our (correct) numbers are not a problem

2 – meet with them and Westminster probably in a couple of weeks time to go through all of this

So we need some work over the course of the next week on this – Tony will be the main point of contact in Neil's absence

Thanks Richard

---

**From:** De Cani Richard (CORP)  
**Sent:** 04 September 2014 08:15  
**To:** 'Paul Morrell'; [REDACTED]; [REDACTED] Bee Emmott; Marley Anthony  
**Cc:** Chester Neil  
**Subject:** FW: Garden Bridge

Just to make you aware we have received this from Savills representing Middle Temple (not Inner). The pack which I don't expect you to read is attempting to make the case to Westminster that £1m plus of mitigation works is required in the Middle Temple area to deal with the additional people coming through the site as a result of the bridge (signage, toilets, lighting, visitors centre etc etc). This is now with Westminster and we will need to respond accordingly.

Just to raise a couple of points

1. This is all based on their view of our pedestrian assessment carried out by Arup which they say we have got wrong – since we met them last week they have undertaken some analysis of the figures themselves - we need to review this with Arup.
2. Westminster up until now have not been minded to consider these points but this response may change things

Our view is that this is completely unacceptable – not only is it very late in the process but based on no real evidence. If the Middle Temple don't want the people – lock the gate !

I have been in touch with Guy Perricone who we met paul some time ago who is the equivalent of Patrick Maddams for Middle and we are going to meet in the middle of September and I think it would be helpful to have Trustees in attendance with me as we will need some support to overcome this.

Richard

---

**From:** Belinda Greenwell [mailto: [REDACTED]]  
**Sent:** 03 September 2014 10:30  
**To:** Chester Neil; De Cani Richard (CORP)  
**Cc:** Nick de Lotbiniere  
**Subject:** Garden Bridge

Dear Richard and Neil,

Further to our meeting last week, I am sending a copy of the email I have just sent to WCC for your information.

Kind regards

Belinda

**Belinda Greenwell MA(Hons) MA**  
**Graduate Planner**  
**Planning**

Savills, 33 Margaret Street, London, W1G 0JD

Tel [REDACTED]  
Mobile [REDACTED]  
Email [REDACTED]  
Website : [www.savills.co.uk](http://www.savills.co.uk)

**Please note: I work part time. I am in the office Monday, Tuesday and Wednesday.**



Before printing, think about the environment

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**From:** Belinda Greenwell  
**Sent:** 03 September 2014 10:27  
**To:** [REDACTED]  
**Cc:** [REDACTED] 'Best, Janis'  
**Subject:** Garden Bridge

Dear Matthew,

Please find attached our letter to you which we have written as a response to the questions raised in our meeting.

As referenced in the letter, I have attached the Temples Conservation Area character summary and an analysis of Appendix 6 to the Transport Assessment which is the data relating to the pedestrian surveys.

I also attach Middle Temple's costed proposals, and their drawings to support this.

I look forward to seeing you on Friday.

I am copying this email to Councillor Davis so that he has a chance to look at it before we meet.

I will also send copies to the City of London, to Lambeth Council, and to Richard de Cani at TFL.

Kind regards

Belinda

**Belinda Greenwell MA(Hons) MA**  
**Graduate Planner**  
**Planning**

Savills, 33 Margaret Street, London, W1G 0JD

Tel

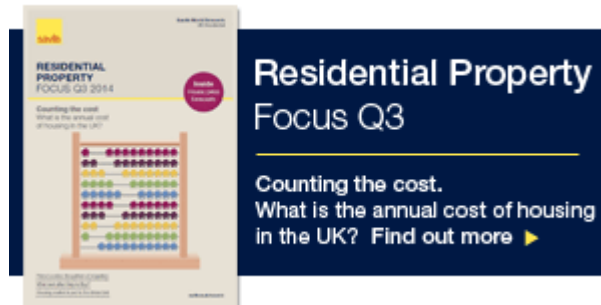
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Website : [www.savills.co.uk](http://www.savills.co.uk)



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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Stuart Wood](#); [Wilson Tony \(Planning\)](#); [Wainberg Simon](#); [Mike Glover](#)  
**Subject:** FW: Garden Bridge  
**Date:** 18 October 2013 16:42:00  
**Attachments:** [Proforma Project Budget.xls](#)

---

Could we agree a response to Paul on this pls – perhaps sending comments to Tony to coordinate

Thanks Richard

---

**From:** Paul Morrell [mailto:████████████████████]  
**Sent:** 18 October 2013 15:59  
**To:** Mike Glover  
**Cc:** 'Bee Emmott'; Wainberg Simon; De Cani Richard (CORP); 'Thomas Heatherwick'; 'Stuart Wood'  
**Subject:** Garden Bridge

Well I've always said there are too many bleeding meetings, and apologies for the fact it was my blood on this occasion.

More seriously, thanks to you and the team for your time yesterday, and in spite of my late arrival I think we got the ground covered.

It would be helpful to have a copy of the presentation that we went through, together with the benchmarking data that was shown at the end – and which I think will give me at least some of the material that I'll need to give comfort to the Trustees that we have made (or will have made, by the team we meet) as good a job as we can of the costings at this stage.

As discussed, I think the important thing is to get down to the bottom line. I'm pretty sure it's going to be terrifying, so the sooner that we confront it the better. To assist with that, I hope, I attach a copy of the template that I referred to, as I gather it didn't get through to everybody. I don't claim this is comprehensive: it's just an edited version of a fairly standard template that I use for total project costs, and it needs updating (which I will do), but it should be a good start.

As far as the construction cost is concerned, I think the main points (in no particular order) were:-

1. I don't want to over-react to the cupro-nickel thing, and am ready to accept that it's "too easy" as a target, but it's also one of the few areas where we might get a choice, so it is worth looking at alternatives. I recognise that this is more than just omitting the net figure of £11.65m for the cupro-Nickel itself, but that something will have to be added back - and obviously there will be a very different cost for the concrete if it is to be exposed. The questions are therefore what alternatives might there be, what will be the cost implications of those, and at what point does one have to make a decision?
2. Obviously the whole discussion about the bridge structure, permanent formwork is linked to the above, but this seems to be the second (or possibly the first) key issue.
3. Third was the question about whether a decision re the depth/weight of soil has a significant impact on the structural design, and whether there are choices here.
4. I think we need the team's advice on how we should treat the Temple Station building and its roof and surrounds in the event that no deal can be made with the Wellcome Trust. As mentioned, I think there will be some duplication here with the Section 106 Agreement made with the developers of Arundle Great Court, but I think we need to be sure that we have a "stand alone" price for a project that we would be happy with. I rather suspect that this would not extend to work within Temple Place, but I think we would the whole experience of coming down off the Bridge and then down into Temple Place to be on a par with the river crossing itself.



5. Similarly, although I think the treatment at the south end of the Bridge is immeasurably better than the previous proposal, we need to have a plan against the possibility of Lambeth/Coin Street/ITV making it impossible to build that podium building. Would that just mean a return to the previous ramp structure? Also on the South Bank, and as I think was agreed, the allowance for the podium building looks seriously inadequate.
6. As discussed, it would be really helpful to form a view (derived from benchmark data, perhaps) as to what we think a well (but not so beautifully) designed bridge that serves pedestrians only, without the cost or loads associated with forming the garden, would cost. This is not, of course, because anybody wants to build that, but rather to equip us to deal with two conversations: those relating to public funding (as one idea, should any public funds be forthcoming, might be to allocate them to the basic function of a pedestrian bridge, with its enhancement then funded by charitable donation); and secondly to deal with questions from the Press.
7. Finally, and again to be ready for Press questions, it would be good to have some data on the amount of pedestrian traffic using (for example) the Millennium Bridge, Waterloo Bridge and the Jubilee Bridges; and any background to the estimate of 7.8million (?) people using this bridge annually.

Thanks again – and glad to discuss any or all of the above if it helps us get to the answer.

Kind regards  
Paul

**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Clon Ulrick](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Teuma Marisa](#)  
**Subject:** FW: Garden Bridge  
**Date:** 01 October 2013 18:18:49

---

Richard,  
Apologies for the delay. Not an excuse, but we have been focusing on completing the Stage C Report and this slipped. We are back on the case now!  
Regards  
Mike

---

**From:** Clon Ulrick  
**Sent:** 01 October 2013 17:13  
**To:** Chester Neil; Mike Glover  
**Cc:** Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge

Neil  
Sorry about the delay. I am working on this and will get something to you as soon as I can  
Regards  
Clon

**Clon Ulrick**  
Associate Director

**Arup**  
13 Fitzroy Street London W1T 4BQ United Kingdom  
t [REDACTED] d [REDACTED]  
f +44 20 7755 2406 m [REDACTED]  
[www.arup.com](http://www.arup.com)

---

**From:** Chester Neil [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 01 October 2013 16:07  
**To:** Clon Ulrick; Mike Glover  
**Cc:** Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge

Clon, Mike,

Where are we with the options? I need to get a meeting in the diary with Angus from HQS Wellington.

Thanks,

Neil

---

**From:** De Cani Richard (CORP)  
**Sent:** 19 September 2013 17:36  
**To:** chiefexec  
**Cc:** 'Clon Ulrick'; Mike Glover; Chester Neil  
**Subject:** RE: Garden Bridge

Angus – they were probably our surveyors doing a topographical survey, I hope they were behaving themselves around your ship !

We have been looking at the options as we agreed and I am happy for you to meet with Clon

again (and his colleague Mike Glover if helpful) – my colleague Neil Chester who is leading on the planning consents process will be involved in the discussions and facilitate the meeting. So if you are happy to leave it with us, we will arrange something on board for a couple of weeks time if that suits you ?

Thanks Richard

---

**From:** chiefexec [mailto: [REDACTED]]  
**Sent:** 19 September 2013 11:04  
**To:** De Cani Richard (CORP)  
**Cc:** 'Clon Ulrick'  
**Subject:** RE: Garden Bridge

Dear Richard,

Came across some surveyors yesterday on the Embankment by the ship - gathering info for a formal planning application I assume? Also have you had any news from Clon on his options studies – would you mind if I contacted him direct?

As ever,

Angus

The Clerk  
Honourable Company of Master Mariners  
HQS Wellington  
Temple Stairs  
Victoria Embankment  
London WC2R 2PN

t: [REDACTED]  
f: 020 7240 3082  
w: [hcmm.org.uk](http://hcmm.org.uk)



Please consider the environment

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 30 August 2013 09:39  
**To:** chiefexec  
**Cc:** 'Clon Ulrick'  
**Subject:** Garden Bridge

Angus

It was very nice to meet you this week and thank you for taking the time to show us around HQS Wellington and for going through your concerns. As we discussed, Arup will develop some options for temporary/permanent relocations of the ship and we will bring these back to you for a further discussion. I will also make contact with Middle Temple as you advise.

Once again, thanks for the time and we will be in touch.

Best wishes  
Richard

Richard de Cani  
Director of Transport Strategy & Planning  
Transport for London  
Tel: [REDACTED]

\*\*\*\*\*

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Teuma Marisa](#); [Vaughan Sutton](#)  
**Cc:** [Taylor-Ray Judy](#)  
**Subject:** FW: Garden Bridge  
**Date:** 16 September 2014 13:40:00

---

What I want to be able to go back and say is

“We have asked Arup to produce a technical note based on your comments and will be able to send you a copy in advance – by xxx and meet later on in that week”

Can you tell me when xxx is ?

Thanks Richard

---

**From:** Guy Perricone [mailto:████████████████████]  
**Sent:** 16 September 2014 13:28  
**To:** De Cani Richard (CORP)  
**Cc:** Taylor-Ray Judy  
**Subject:** RE: Garden Bridge

Dear Richard,

Thank you for your email. Apologies for not being in touch sooner, but a number of my colleagues have been away, and have just now returned to the Inn.

As previously discussed, we are very keen to meet to try to move the discussion forward. I had understood from a previous email of yours that you are waiting for a report from Arup, who would review our comments and come back with a response. As you know, one of our main concerns has been trying to form a clearer view about the expected flows of traffic into the Temple estate once the bridge is built. We can certainly put a meeting in the diary now, but, for that meeting to be most productive, we would very much hope that you or Arup will be in a position to address this particular concern. Ideally, if you have information you are willing to share with us before the meeting, we can review this and come to the meeting better prepared.

I hope that makes sense, and I look forward to hearing from you.

Kind regards  
Guy

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 15 September 2014 19:46  
**To:** Guy Perricone  
**Cc:** Taylor-Ray Judy  
**Subject:** Re: Garden Bridge

Guy - do we have this in the diary for next week ?

Thanks Richard

---

**From:** Guy Perricone [mailto: [REDACTED]]  
**Sent:** Friday, September 05, 2014 05:13 PM  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge

Agreed – we'll try to set this up.

Regards  
Guy

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 05 September 2014 16:51  
**To:** Guy Perricone  
**Cc:** Taylor-Ray Judy; Chester Neil  
**Subject:** RE: Garden Bridge

Thanks Guy – a meeting in two weeks would be good.

Richard

---

**From:** Guy Perricone [mailto: [REDACTED]]  
**Sent:** 05 September 2014 16:47  
**To:** De Cani Richard (CORP)  
**Cc:** Taylor-Ray Judy; Chester Neil  
**Subject:** RE: Garden Bridge

Dear Richard

Thank you for your email and apologies for the delay in replying – having such a technical response would be very helpful. I will liaise with my colleagues here and try to get back to you ASAP so we can get a date in the diary.

Many thanks,  
Guy

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 04 September 2014 15:40  
**To:** Guy Perricone  
**Cc:** Taylor-Ray Judy; Chester Neil  
**Subject:** Re: Garden Bridge


Guy - the first step is to have a conversation about the pedestrian flow assessment and the issues David Holgate QC has raised.

We commissioned Arup to undertake the transport assessment on our behalf and their 500page report forms part of the planning application. Arup will review the comments made and come back with a technical response.

I suggest we then meet to discuss the technical response because all of the concerns you have raised are derived from the pedestrian flows. I suggest we put a meeting in the diary for the week commencing the 15th September for that purpose. I would bring Arup to that meeting and would be grateful if you could confirm who from your side would attend so we can make the necessary arrangements.

Many thanks  
Richard

---

**From:** Guy Perricone [<mailto:>   
**Sent:** Thursday, September 04, 2014 03:11 PM  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge

Thank you, Richard – I understand. Also, to be clear, are you talking about any form of mitigation, or these two specific items (the visitor centre and refreshment facilities)?

Are you still willing to meet to discuss this?

Regards  
Guy

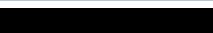
---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 04 September 2014 14:54  
**To:** Guy Perricone  
**Subject:** Re: Garden Bridge

Guy - just to be clear, we do not accept the principle of the need for this kind of mitigation at all.

Richard

---

**From:** Guy Perricone [<mailto:>   
**Sent:** Thursday, September 04, 2014 02:14 PM  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge

Dear Richard,

Thank you for your email of earlier today. As we have been discussing, I think the next appropriate step would be for us to try to meet as soon as Stephen Hockman is back in London on 16 September, and I will try to arrange this. At this stage, I would just make the following point. As you will recall, we have been clear in our discussions that, in view of the significant increase in traffic which will be generated by the Bridge (indeed, this one of the key objectives of the Bridge), a range of mitigation measures would be required to address this. The measures outlined in our submission, and the related costings, represent our assessment based on the information which has been made available to us to date. I should add, that in some respects, we feel this information is incomplete, or that further elaboration is needed. Once this is provided, we will be very ready to review the position.

The key thing, we would suggest, is that we first try to agree on the need for appropriate mitigation measures, and the rationale for these. We can then consider the financial amounts that will be required. You quote a figure of over £1 million, but the significant


majority of this relates to two items, namely the visitors centre and the refreshment facilities. We believe that both of these will be needed to manage and control the significant increase in the traffic flows mentioned above, based on our assessment of the information we have seen so far. As I say, we are very ready to meet with you to elaborate on this. But I should also clarify that, assuming the need for these facilities is agreed in principle, we would not expect the full costs of these to be met by the Garden Bridge project: we would, however, expect that, some contribution towards their construction costs would be agreed. We believe that this would be a fair and equitable way to deal with this issue.

I hope this is helpful. As I say, I will try to secure some dates from Stephen so that we can arrange a meeting when he is back.

Thank you for your consideration.

Kind regards  
Guy


---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 04 September 2014 08:21  
**To:** Guy Perricone  
**Subject:** RE: Garden Bridge

Guy – we have now received the submissions from Savills. The Middle Temple is making the case that the impact of the Garden Bridge requires over a million pounds of mitigation works including a new visitors centre, refreshment facility and toilets etc etc. This is clearly an issue for Westminster to consider as the local planning authority but we cannot see any justification whatsoever in the evidence that has been put before Westminster that justifies this. This submission has come very late in the process - well after the deadline for submissions.

Richard


---

**From:** Guy Perricone [<mailto:>   
**Sent:** 02 September 2014 09:09  
**To:** De Cani Richard (CORP)  
**Cc:** Taylor-Ray Judy  
**Subject:** RE: Garden Bridge

Many thanks, Richard. Stephen is in New Zealand right now, but I'll try to get some dates from him and we'll set it up.

Kind regards  
Guy

---


**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 01 September 2014 18:44  
**To:** Guy Perricone  
**Cc:** Taylor-Ray Judy  
**Subject:** Re: Garden Bridge



Guy - thank you for the message. Let's meet as you suggest - will you be able to arrange the meeting ?

Richard

---

**From:** Guy Perricone [<mailto:>   
**Sent:** Monday, September 01, 2014 04:25 PM  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge

Dear Richard,

Thank you for your email, and my apologies for the delay in replying – I have only recently returned from holiday and am still catching up on all the correspondence.

I'm sorry to hear there was a difference of opinions as to the anticipated traffic flows at your meeting last Friday with Savills. In summary, our view is that the Bridge proposal is likely to lead to greatly increased pedestrian flows in the Temple: this view is based on the promoters' figures as to pedestrian flows to the north end of the bridge, and the fact that, at that end, there are only a limited number of ways forward for those pedestrians. We need to assess what this will mean in terms of providing an appropriate and positive experience for those pedestrians coming through the Temple, while at the same time preserving the fabric of this area and protecting the interests of the commercial and residential tenants here. I do not believe we are saying that any of your traffic flow figures are wrong: we are simply keen to understand what assessments you have made with regard specifically to anticipated traffic flows in the Temple, bearing in mind that it is clearly expected that these traffic flows will increase.

I'm happy that you feel progress was made on other matters. I think the best way forward would be to meet again. Stephen Hockman is away at present but will be back in the UK on 16 September: could we arrange to meet some time around then?

Thank you very much for your consideration.

Kind regards  
Guy

---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 29 August 2014 13:31  
**To:** Guy Perricone  
**Subject:** Garden Bridge

Guy – I hope you have had a good summer.

My colleague Neil Chester and I have just met with your consultants from Savills and were a little taken back by their approach to the meeting. We are aware you have raised some issues of concern about the Garden Bridge in your original letter and have been working through these issues with Westminster.

The key issue raised by Nick was that you believe our traffic assessment of the future numbers of pedestrians using the bridge is fundamentally wrong and that we have seriously underestimated the number of people that will walk through the Temple. Clearly we have developed these forecasts over a long period with extensive input from Arup and in consultation with Westminster so we are fairly confident in their robustness. However, if you have your own critique and assessment of these produced by your own advisors then of course we are happy to engage with them to discuss the points of difference. Nick was very clear that you don't have such advice and the comment was based on a "gut feel", which is unhelpful at this late stage.

We did discuss some of the other issues such as construction impacts and signage etc where I believe we can address your concerns.

We are trying to progress the bridge to a specific timescale and if it would be helpful to meet to discuss the issues then I am happy to do so.

Many thanks  
Richard

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Tristram Carfrae](#)  
**Subject:** FW: GB - ISSUES REMAINING  
**Date:** 29 April 2014 22:56:35

---

Richard

With the message below as backcloth, you can imagine that we have very real concerns about the thrust of the audit report we copied to you earlier. This is not isolated praise, so how does such a damaging statement get produced and released?

Regards  
Mike

---

**From:** Stephanie McGibbon  
**Sent:** 29 April 2014 20:50  
**To:** Mike Glover  
**Subject:** Fwd: GB - ISSUES REMAINING

Nice message from Neil K.

Sent from my iPhone

Begin forwarded message:

From: Kedar Neil <[REDACTED]>  
Date: 29 April 2014 19:45:08 BST  
To: 'Stephanie McGibbon' <[REDACTED]> Cole Seren  
<[REDACTED]> Giesler Nick <[REDACTED]>  
Cc: 'Brendan Cuddihy' <[REDACTED]>  
Subject: RE: GB - ISSUES REMAINING

Thanks Steph.

Also, can I thank you and your team in how you have helped us in the last few days of page-turning. It is always a laborious exercise, and I appreciate that there is inevitably a need for discussion/clarification with the EIA co-ordinators and technical specialists and we don't always see 'eye to eye', but Nick, Seren and I have been impressed with Arups' professionalism in seeking to ensure that the ES conclusions are robust and also logical. There is still much to do, but many thanks for the ongoing assistance of your EIA team, and also for introducing us oldies (that doesn't include Seren) to all your amazing IT gadgets!!!! Not sure I would cope at Arups.

See you tomorrow, and I suggest we get the WFD report, the FRA and the other water chapter out of the way first before attacking Transport. It may be useful to have a hard copy of the very latest TA in front of us before reviewing the transport section as we need to be absolutely consistent. I am hoping that might be late morning onwards. Also, I need to finish at about 2.50pm on Thursday to get back to Windsor House for a meeting, but if there is remaining discussion on the up-front ES chapters and NTS I am happy to leave that with Nick to resolve.

Kind regards

Neil

---

**From:** Stephanie McGibbon [mailto: [REDACTED]]  
**Sent:** 29 April 2014 17:01  
**To:** Kedar Neil; Cole Seren; Giesler Nick  
**Cc:** Brendan Cuddihy  
**Subject:** RE: GB - ISSUES REMAINING

All,

As discussed today, I have generated the following in terms of ongoing matters that (as of now) the GBT should be aware of.

We can add to this, or remove things, as we go along.

Thanks - Steph

Noise and vibration

- Significant adverse noise effects on ITV Studios during construction.
- To be confirmed but potential for noise effects during construction on external use / events on HQS Wellington.

Aquatic ecology

- To be confirmed – but potentially significant adverse effects during construction on fish from percussive piling.
- Assessment section to be made shorter focusing on likely significant effects.

Water and flood defences

- Potentially significant effect from unlikely risk of river wall collapse due to scour.

<\\Global.arup.com\london\BEL\Jobs\200000\230800\230838-00 Garden Bridge\4 Internal Data\09 EIA\03 ES\ES\Topic drafts\ISSUES FOR GBT.docx>

**Stephanie McGibbon**

Associate Director | Environmental Consulting

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

T: [REDACTED]

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**From:** [Mike Glover](#)  
**To:** [REDACTED] [De Cani Richard \(CORP\)](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Bee Emmott](#); [REDACTED] [Will Lam](#); [Chris Tomlinson](#); [Marjan Gholamalipour](#); [Paul Couchman](#)  
**Subject:** FW: GB Draft Security Stratgey  
**Date:** 03 February 2014 10:59:52  
**Attachments:** [image001.png](#)  
[140131 Security Strategy Review Draft 3.pdf](#)

---

Paul/Richard

Further to the discussion at the Management Meeting on Friday, I attach the draft Security Strategy which outlines the issues that the GBT need to consider in drawing up the Security Plan for the GB. The next step will be to meet with the GBT, and particularly the member who will take these Operational issues forward. Could you please arrange such a meeting; we would use the attached strategy report as the Agenda for the meeting.

Regards  
Mike

---

**From:** Marjan Gholamalipour  
**Sent:** 31 January 2014 18:35  
**To:** Tony Wilson; Neil Chester; Phillip Hall-Patch; [REDACTED] Marisa Teuma ; Sam Aitkenhead ([REDACTED])  
**Cc:** Will Lam; Chris Tomlinson; Francis Archer; Melissa Mak; Deborah Tresham; Mike Glover; Simon Brimble; Neil Stockdale; Mark Morris; Paul Couchman; Charlotte Spetch  
**Subject:** GB Draft Security Stratgey

In addition to Will's email below re indicative CCTV deployment, please find attached draft security strategy. The proposed lighting layout that Melissa sent to HS this evening for their review meets the lighting requirements described in appendix C of this document.

Any comments please let us know.

Regards,  
Marjan

---

**From:** Will Lam  
**Sent:** 31 January 2014 17:43  
**To:** Phillip Hall-Patch  
**Cc:** Chris Tomlinson; Marjan Gholamalipour; Francis Archer; Melissa Mak; Deborah Tresham; Mike Glover; Simon Brimble; Neil Stockdale; Mark Morris  
**Subject:** RE: Garden Bridge : Lighting/CCTV Poles

Phillip,

Please find attached my initial attempt at the CCTV deployment for Garden Bridge. Please note the blue cameras are Option 1 and yellow cameras are Option 2:

- Option1: Only the Touch downs (North Landing and South Landing)
- Option 2: Includes the main pedestrian paths through the Garden Bridge gardens.

As you have noted this CCTV deployment ignores (to a certain extent) lighting column positions.

A majority will be dedicated CCTV poles (stainless steel bollards) with a camera at approx. 3.5m

AFFL. I've seen something similar in Heathrow T5.

Although the icon/symbol I have used is rectangular, I intend to specify fixed dome cameras on a bracket arm or swan neck, or bullet cameras which could be housed architecturally. I would need to research the product as we require:

- 1) 1080p High Definition
- 2) Low Lux (Starlight) sensitivity

HD Bullet camera example:

<http://avigilon.com/#/products/video-surveillance/cameras/hd-bullet-cameras/>

HD Outdoor Dome camera example:

<http://avigilon.com/#/products/video-surveillance/cameras/hd-domes/h-264-hd-dome-cameras/1-mp-h-264-hd-dome-camera/>

Feel free to contact me if you have any questions.

Regards,

**Will Lam**

Senior Consultant | Resilience, Security and Risk

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

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**From:** Phillip Hall-Patch [[mailto:\[REDACTED\]](mailto:[REDACTED])]

**Sent:** 28 January 2014 18:42

**To:** Will Lam

**Cc:** Chris Tomlinson; Marjan Gholamalipour; Francis Archer; Melissa Mak; Deborah Tresham

**Subject:** RE: Garden Bridge : Lighting/CCTV Poles

Hi Will

I note that images of the north and south landings were sent to you on the 22<sup>nd</sup> with a request to look at an optimum CCTV layout that ignored lighting column positions.

This has been reinforced by recent work presented today, to the relevant Planning bodies, with a clear preference not for column or festoon lighting, but for our original bollard lighting approach. This was effectively a presentation of the report I sent you yesterday.

In the report, under Option 3: Bollards, we suggest that bollards could be incorporated at a number of heights, with occasional taller columns designed both for luminaires or CCTV cameras. This then comes back to the question of what CCTV layout would provide an optimum arrangement that would work with our proposal.

Would appreciate if you could please give me an idea of your timescale for looking at this.

Many thanks  
Phil

Phillip Hall-Patch  
Architect



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Heatherwick Studio  
356 – 364 Gray's Inn Road  
London  
WC1X 8BH  
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[www.heatherwick.com](http://www.heatherwick.com)

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**From:** Will Lam [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 22 January 2014 17:51  
**To:** Phillip Hall-Patch  
**Cc:** Chris Tomlinson; Marjan Gholamalipour; Francis Archer; Melissa Mak; Deborah Tresham  
**Subject:** Garden Bridge : Lighting/CCTV Poles

Mr Philip,

Thank you for the telephone discussion.

I look forward to seeing the Lighting Pole detail you have so far to help me get started on the feasibility study for CCTV cameras and their mounting options for the Garden Bridge, including North Landing and South Landing. I hope that CCTV pole manufacturers can provide advice on the types of cameras used in similar Architecture, if there are any. From what you described, it would appear I should treat these "lighting poles" as architectural elements and the mounting will be unique.

As discussed, I will firstly design a CCTV deployment on dedicated poles to present the optimal number of cameras.

After your meeting tomorrow I hope you can advise on the locations of the lighting poles and I will also include in the feasibility study, i.e. use lighting pole locations to dictate the CCTV deployment for comparison.

My details are below, so feel free to contact me.

Regards,

**Will Lam**

Senior Consultant | Resilience, Security and Risk

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**From:** [Marjan Gholamalipour](#)  
**To:** [De Cani Richard \(CORP\)](#); [Chester Neil](#)  
**Subject:** FW: LIST: Garden Bridge Pre-Planning Event at Arup  
**Date:** 03 April 2014 09:18:07  
**Attachments:** [Garden Bridge Pre-Planning Event at Arup.doc](#)

---

Richard, Neil,

Who's best to send this invite out? I'm happy to do so if you want me but most of these people don't know me and I thought it might be best they receive the invite from some they recognise?

Any thoughts?

Best,  
Marjan

---

**From:** Bee Emmott [mailto: [REDACTED]]  
**Sent:** 02 April 2014 12:20  
**To:** Marjan Gholamalipour  
**Subject:** FW: LIST: Garden Bridge Pre-Planning Event at Arup

Marjan

Please find attached invitees for the event from TfL's side. I will add GBT's contacts – probably another 10 or so. How does that work for numbers?

Currently I only have TH attending, but I am trying to rally some trustees. Will you be preparing an invite? If so, I will circulate it to the trustees as well.

Many thanks

Bee

---

From: Taylor-Ray Judy [[mailto: \[REDACTED\]](#)]  
Sent: 01 April 2014 14:14  
To: Bee Emmott  
Subject: FW: LIST: Garden Bridge Pre-Planning Event at Arup

Bee

Attached is our list of suggested invitees to the Pre-Planning event that Arup are organising.

Regards  
Judy

Judy Taylor-Ray

PA to Richard De Cani | Director - Transport Strategy and Planning | Transport for London  
10Y2 | Windsor House | 42-50 Victoria Street | London SW1H 0TL

[REDACTED] | Auto: [REDACTED] | [REDACTED]

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Tristram Carfrae](#)  
**Subject:** FW: supplier performance survey for Q3 (Oct-Dec) 2013  
**Date:** 29 April 2014 17:52:59  
**Attachments:** [Q3 2013-14 Arup Supplier Report.ppt](#)

---

As discussed we don't think that this is a correct reflection of our performance on this project. It is rather demotivating to receive this and has wider implications for our future work with TfL. Can we discuss, bearing in mind that we have to write an improvement plan according to TfL Group.

Best Regards  
Mike

---

**From:** Mark Gaby  
**Sent:** 29 April 2014 13:06  
**To:** Francis Archer  
**Cc:** Mike Glover  
**Subject:** FW: supplier performance survey for Q3 (Oct-Dec) 2013

Francis

As discussed – attached are the results of the 2013/Q3 TfL Supplier Performance Survey.

As a bit of background – TfL carry out these surveys quarterly for every supplier on the Engineering and PM Framework (survey covers framework and non-framework projects) – our relative performance against other suppliers is included in a 'league table' which is published by TfL – poor performing suppliers (less than 2) get a letter from the commissioner!!

You will see that the Garden Bridge project did not score that well – the comments are included on the attached for your review.

TfL have requested that we provide an improvement plan (essentially how we plan to address the issues raised and move them forward to resolve in as quick a timeframe as possible) – note that this improvement plan is a TfL Group requirement and is not necessarily required by the TfL Project team you are working with – nonetheless we are required to produce and agree with your TfL team and TfL Group

Have a look through and get back to me if you have any queries

Rgds

Mark

**Mark Gaby**  
Associate Director | TfL Account Manager



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**From:** TFL [[mailto:\[redacted\]](mailto:[redacted])]  
**Sent:** 10 April 2014 14:51  
**To:** Duncan Wilkinson; Mark Gaby; Shirley Brooks; Julia Brown; Terry Hamilton-Jenkins  
**Subject:** FW: supplier performance survey for Q3 (Oct-Dec) 2013

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**From:** Bourke Mark [redacted]  
**Sent:** Thursday, April 10, 2014 2:50:24 PM  
**To:** TFL  
**Subject:** supplier performance survey for Q3 (Oct-Dec) 2013  
**Auto forwarded by a Rule**

For the attention of Mark Gaby

Please find attached our collaboration pack with the results of the supplier performance survey for Q3 ( Oct-Dec 2013). You have a good response rate and are scoring well except for one contract which will require an improvement plan.

If you wish to discuss any aspect of the results or the relationship with TfL generally, please let me know and I can arrange a convenient time to catch up.

Regards

Mark

Mark Bourke | Supplier Relationship Manager | Commercial Services  
Transport for London | 16th Floor Windsor House 42-50 Victoria Street London SW1H  
OTL  
Tel: [redacted] | Mobile: [redacted] | E-mail: [redacted]

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**From:** [Francis Archer](#)  
**To:** [French Alice](#); [Parr Billy](#); [Judy Taylor-Ray](#); [Lisa Melvin](#); [Marisa Teuman](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Stuart Wood](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Paul Couchman](#); [Mike Glover](#); [Marjan Gholamalipour](#)  
**Subject:** Garden Bridge - contact lists  
**Date:** 03 June 2013 12:43:46

---

Apologies for teething problems in our mailing lists – have noticed that you are getting copied on Arup Internal emails.

(Better stop this before something we regret happens!!)

Francis Archer

---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Chester Neil](#); [Wainberg Simon](#); [Francis Archer](#); [Marjan Gholamalipour](#); [Paul Couchman](#); [Mark Morris](#); [Crispin Rees](#); [Bee Emmott](#)  
**Subject:** Garden Bridge – Trustee Management Meeting 10 January 2014 – Construction Cost Summary  
**Date:** 09 January 2014 22:27:58  
**Attachments:** [Garden Bridge Trustee Management Meeting 100114.docx](#)  
[Opportunity and trend registers January draft \(3\).xlsx](#)  
**Importance:** High

---

Richard

Attached is our Cost Summary 10 January 2014 and Trend and Opportunity Registers for noting at tomorrow's management meeting with Paul Morrell. In view of the constrained timescale I have copied Paul and your team to give them time for review.

As you are aware we have considered the design development items in a very short timescale, but my conclusion is that we are near to getting back to the £150m figure, if we can continue with the exercise of narrowing the bridge into the bridge spans, design the balustrade and catenary to budgets, review the rationale and extent of paving and mitigate the larger trends.

We believe this should be achievable, with the right focus.

Regards  
Mike

---

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**From:** [Mike Glover](#)  
**To:** [REDACTED] [REDACTED] [De Cani Richard \(CORP\)](#)  
**Cc:** [Wainberg Simon](#); [Mark Morris](#); [Wilson Tony \(Planning\)](#); [Paul Couchman](#); [Marjan Gholamalipour](#); [Francis Archer](#)  
**Subject:** Garden Bridge Cost Report for the GBT Board Meeting 12 December 2013  
**Date:** 10 December 2013 17:39:27  
**Attachments:** [Copy of Opportunity and trend registers 101213 Final draft.xlsx](#)  
[10Dec13 TfL vs Trustee budget Arup review Final draft.xlsx](#)  
[Garden Bridge Cost Report for the GBT Board Meeting 12 December 2013.docx](#)  
**Importance:** High

---

Paul/Richard,

My proposed paper, and attachments, to the GBT Board for your comment before we make it formal. The increase in Total Project to £171.7m is clearly the issue to address, which is due to:

- Net trends of £9.161m, which are substantially risk allowances, as explained below,
- Removing the arbitrary saving of £10m on the bottom line, but replacing the principle with an Opportunities Register which provides areas where cost savings can be achieved; the fruits of this approach can be seen in the Trend Register of numerous savings we are making on certain areas already.
- Magnifying effect of applying VAT and Inflation to these figures.

I have reproduced the text in my attached memo for ease of reference.

Regards

Mike

## *Garden Bridge Project Cost Summary*

*The project trends, opportunities and trended cost estimate have been reviewed against the Stage C Report. The following summary and attachments, Trend and Opportunities Registers and Budget Summary, forms this cost report.*

### *1. Trends*

*We have considered the changes that have occurred or are pending since the Stage C Report. We have summarised the trends (or changes in cost) in the attached Trend Register, and present a net total of £9.161m. These trends are net of risk, VAT and inflation, which greatly magnify their impact on the Project Total Cost Estimate. They include items which can be seen as Firm changes or Risk provision. Our assessment is that £4m of the trends are Firm and the remainder are Risk.*

*There are four trends which represent the total amount of the net trends summarised which should be noted; the other trends represent a balance of savings and increases in cost. The four items are:*

*Temple Roof replacement - Item 13 - £2.648m: This is entirely a risk provision in the event that the existing roof is deemed incapable of supporting the new loadings from the finishes and crowd loading from the GB; a fall back position would be to leave the roof exactly as it is and work within any loading constraints that the existing load structure is shown to possess.*

*Reliance on River Access only for the South Landing and associated GB works – Item 17 - £2.5m: This is another risk provision in the event that Coin Street prevented land access from Upper Ground; this would a highly undesirable outcome and would potentially impact on the project programme.*

*North Landing Urban Realm – Item 11 - £1.5m: This an allowance for improvements to the Urban Realm in the environs of the North Landing and could reasonably be funded by others, such as the North Bank Bid and WCC.*

*South Bank Landing Building – Item 15 - £3.05m: This is an additional allowance for the landing building; much of the space generated in all probability has no financial benefit to the GB and could reasonably be funded by Coin Street who will be the greatest beneficiary from its creation.*

## *2. Potential Project Opportunities for Cost Savings*

*We have a schedule of potential cost savings; a sample is attached.*

*The list is wide ranging and not limited to issues of specification or detail, although the examples of bridge width, the extent of paving and the balustrade/edge detail are good examples where challenging specification can potentially generate cost savings without impacting the design vision or the Planning Application.*

*But the largest single saving will come from generating a competitive tendering environment, and that can be best achieved by engaging with the industry at all levels, but particularly at the general contractor level. As an example of that strategy, we have proposed to commence bi-lateral discussions with key industry firms early in the New Year as a precursor to the commencement of procurement, to enable them to become familiar with the project and the risks and opportunities that it affords - maintaining dialogue throughout the process is essential. There are other parts to the strategy including early completion of investigations and making these available to tendering contractors.*

## *3. Total Project Cost*

*The resulting trended Project Total Cost Estimate is £ 171.689m, after removing the potential “opportunity saving” of £10m which in principle we have replaced with the Opportunities Register to provide a device for actively pursuing cost reduction during further design development and procurement, the initial results of this approach can be seen in the numerous cost reductions appearing in the attached Trend Report.*

*The comparison with the Stage C Cost Report is illustrated on the attached Garden Bridge Budget Schedule. The next full Cost Report will be on culmination of Stage D in February 2014; in the interim the cost estimates will continue to be based on trends.*

**From:** [Paul Couchman](#)  
**To:** [REDACTED] [French Alice](#); [Parr Billy](#); [Taylor-Ray Judy](#); [marisa teuman](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Mike Glover](#); [Francis Archer](#); [Marjan Gholamalipour](#)  
**Subject:** Garden Bridge Draft Integrated Programme  
**Date:** 19 June 2013 17:44:10

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The draft Integrated Programme incorporating the milestones agreed at last week's workshop have now been uploaded to the FTP site.

If you have any feedback on the draft programme please feedback to myself and Marjan.

Paul

---

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**To:** [French Alice](#); [Parr Billy](#); [Taylor-Ray Judy](#); [marisa teuman](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [stuart wood](#)  
**Cc:** [Mike Glover](#); [Nick Higgs](#); [Jane Wells](#)  
**Subject:** Garden Bridge Interactive Workshop Agenda  
**Date:** 10 June 2013 08:57:51  
**Attachments:** [Garden Bridge Interactive Planning Workshop Agenda 2013-06-05.docx](#)

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Please find attached the agenda for Wednesday's Interactive Planning Workshop which includes instructions for contributors.

Paul Couchman

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**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Wainberg Simon](#); [Ritchie Charles](#); "Mike Glover"; [MeetingRoom09G1M1](#); [Bee Emmott](#); [REDACTED]  
**Cc:** [Hopson Peter \(Op Property\)](#); [Campbell Lee](#); [Griffin Kate](#); [King Joanna \(Legal\)](#); [Marjan Gholamalipour](#); [Taylor-Ray Judy](#)  
**Subject:** Garden Bridge Internal Meeting  
**Date:** 05 September 2014 08:31:00

---

All – I know various people are not around today and given the discussions of the past few days I am proposing this meeting is cancelled for today and we revert to next week

If there are urgent matters to raise then suggest we do this by email

Thanks Richard

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Chester Neil](#); [Wainberg Simon](#); [Hopson Peter \(Op Property\)](#); [REDACTED]  
[MeetingRoom09G1M1](#); [REDACTED] [Griffin Kate](#); [REDACTED] [King](#)  
[Joanna \(Legal\)](#); [Ritchie Charles](#); [Hart Anna](#); [Wilson Tony \(Planning\)](#); [Campbell Lee](#)  
**Subject:** Garden Bridge Internal Meeting  
**Date:** 14 August 2014 19:14:53

---

Just to confirm who is able to attend this tomorrow ?

Thanks Richard

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Wainberg Simon](#); [Ritchie Charles](#); ["Mike Glover"](#); [MeetingRoom09G1M1](#); [Bee Emmott](#); [Marjan Gholamalipour](#)  
**Cc:** [Hopson Peter \(Op Property\)](#); [Campbell Lee](#); [Griffin Kate](#)  
**Subject:** Garden Bridge Internal Meeting  
**Date:** 23 May 2014 14:00:00

---

All – various things going on this PM so suggest meeting does not happen. I am around though if anyone wants to speak to me

Thanks

Richard



**From:** [De Cani Richard \(CORP\)](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Wainberg Simon](#); [Ritchie Charles](#); ["Mike Glover"](#); [Bee Emmott](#); [Pownall Amanda](#); [Hart Anna](#)  
**Cc:** [Hopson Peter \(Op Property\)](#); [Campbell Lee](#); [Griffin Kate](#); [King Joanna \(Legal\)](#); [Marjan Gholamalipour](#)  
**Subject:** Garden Bridge Internal Meeting  
**Date:** 21 November 2014 11:39:00

---

All – there are some specific issues that need to be discussed today with Bee and Anthony so I am going to cancel this meeting and have a smaller discussion.

Thanks Richard

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Wainberg Simon](#); [Ritchie Charles](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [REDACTED] ["Bee Emmott"](#); ["Mike Glover"](#); [Hart Anna](#); [Pownall Amanda](#)  
**Cc:** [Hopson Peter \(Op Property\)](#); [Campbell Lee](#); ["Phillip Hall-Patch"](#); [Griffin Kate](#); ["Tristram Carfrae"](#); ["Anthony Marley"](#)  
**Subject:** Garden Bridge Management Meeting  
**Date:** 17 October 2014 13:04:00

---

### Proposed agenda for this afternoon

1. Planning applications (Neil C)
2. Land tracker (Anthony M)
3. TWAO timescales and next steps (Amanda P)
4. Funding agreement (Simon W)
5. Transition plan and resources (RDC)

Thanks Richard

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [De Cani Richard \(CORP\)](#); [Paul Morrell](#); [Wainberg Simon](#); [Ritchie Charles](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Bee Emmott](#); ["Mike Glover"](#)  
**Cc:** [Hopson Peter \(Op Property\)](#); [Campbell Lee](#); [Phillip Hall-Patch](#); [Griffin Kate](#); [Tristram Carfrae](#); [Anthony Marley](#)  
**Subject:** Garden Bridge Management Meeting  
**Date:** 22 August 2014 07:51:00

---

We will have this meeting at BDB immediately after the legal meeting

Thanks Richard

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wainberg Simon](#); [Ritchie Charles](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Bee Emmott](#); ["Mike Glover"](#); [Hart Anna](#); [Pownall Amanda](#); [Phillip Hall-Patch](#); [Bee Emmott](#); [Anthony Marley](#); [Pownall Amanda](#); ["Mike Glover"](#); [Griffin Kate](#); [King Joanna \(Legal\)](#)  
**Subject:** Garden Bridge Management Meeting  
**Date:** 14 November 2014 08:59:00

---

All – we have a meeting at 12 to discuss the funding agreement specifically.

This meeting at 2 is still in the diary and could be used to discuss the ongoing planning issues following the Lambeth decision and Westminster issues. Unfortunately I won't be able to attend the meeting so will leave it to Neil and Bee/Anthony to decide whether the meeting at 2 is necessary and if so, who needs to be there, as it might be a smaller group.

We will then clarify the arrangements.

Thanks Richard

**From:** [Mike Glover](#)  
**To:** [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Parr Billy](#); [Mark Morris](#); [Francis Archer](#); [Marjan Gholamalipour](#); [Paul Couchman](#)  
**Subject:** Garden Bridge Material Quantities - Stage C Design  
**Date:** 08 October 2013 13:45:15  
**Attachments:** [Copy of Garden Bridge Stage C material quantities.xlsx](#)  
**Importance:** High

---

Richard/Tony

Attached is a general schedule of quantities for the bulk items for the project; they should be viewed with a degree of circumspection since this is only Stage C, but they give a good initial profile of the material consumption of the project.

The works at each landing have not been included, nor lifts, MEP, finishing materials and planting, etc. All these will follow as the design is further developed.

Being essentially a marine project with difficult land access, this is a very plant intensive project and will dominate many activities in comparison with land-based projects, for example the foundation works costs are probably 50% plant.

Do you wish this information to be given to the Trustees?

Regards  
Mike

---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Chester Neil](#); [Teuma Marisa](#); ["Stuart Wood"](#); [Phillip Hall-Patch](#); [Stephanie McGibbon](#); [Claire Beedle](#); [Chris Tomlinson](#); [Vaughan Sutton](#); [Francis Archer](#); [Ian Wilson](#); [Marjan Gholamalipour](#); [Paul Couchman](#); [Mark Morris](#)  
**Subject:** Garden Bridge Opening and Closing Times  
**Date:** 05 January 2014 21:13:10  
**Attachments:** [Garden Bridge Opening Hours 140105.docx](#)  
**Importance:** High

---

Richard/Tony

As promised, I attach a draft paper for the GBTrust Board giving a recommendation for the opening (6.00 all year) and closing times (24.00 generally and 21.00 between November and February) for the Bridge and the reasoning behind it. These closure times are many hours in excess of those operated by other managed parks and gardens and reflect the desire for the Garden to be seen in a night time setting.

The times are not driven by tourists, but more by the leisure and commuter users, particularly the morning opening.

The 24.00 closing time is driven by access for late night revellers, theatre goers and tourists and the process of closing the Bridge, particularly in the summer months, but there is a case for reducing this during the winter months, and I have recommended this in the draft paper. Clearly these times are the basis for the Planning Submission, but we should make the caveat that the opening and closing times will be reviewed once experience has been gained with the operation of the Bridge.

Comments would be appreciated soonest; we really need to get a decision on this issue now to provide the basis for the Planning Submission and supporting documents.

Regards  
Mike

---

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**From:** [Marjan Gholamalipour](#)  
**To:** [Alberto Carlucci](#); [Alexis Harrison](#); [Amy Leitch](#); [Ana Ulanovsky](#); [Andrew Barron](#); [Angus Low](#); [Aoibhin Flanagan](#); [Austin Brown](#); [Barbara Marino](#); [Barbara Shipton](#); [Brendan Cuddihy](#); [Brian Anderson](#); [Bryan Marsh](#); [Caroline Sohie](#); [Charlotte Briggs](#); [Chris Barrett](#); [Chris Hayward](#); [Chris Legg](#); [Chris Millar](#); [Chris Murgatroyd](#); [Chris Tomlinson](#); [Claire Beedle](#); [Clara Yeung](#); [Clon Ulrick](#); [Daryl Miles](#); [David Lakin \(M\)](#); [David Short](#); [David Twine](#); [Deborah Tresham](#); [Duncan Wilkinson](#); [Emma Fromant](#); [Florence Lam](#); [Francis Archer](#); [Gemma Russell](#); [Graham Dodd](#); [Graham Gedge](#); [Greg Harris](#); [Helen Butcher](#); [Howard Lomax](#); [Ian Wilson](#); [Jaki Collison](#); [James Nicoll](#); [Jenny Dunwoody](#); [Jimena Parra](#); [Jo Evans](#); [Joe Smith](#); [Jon Rowe](#); [Jonathan Ben-Ami](#); [Kate Harrington](#); [Kate Ralls](#); [Kelvin Moneypenny](#); [Kieron Hyams](#); [Laurie Richards](#); [Lee Franck](#); [Lesley-Anne Stone](#); [Leszek Dobrovolsky](#); [Lidia Lewis](#); [Lucy Anderson](#); [Man-Yiu Cheuk](#); [Marjan Gholamalipour](#); [Mark Bowers](#); [Mark Button](#); [Mark Job](#); [Mark Morris](#); [Martin Reed](#); [Megan Hooper](#); [Mei-Yee Man](#); [Melanie Rhodes](#); [Melissa Mak](#); [Michael Bull](#); [Mike Glover](#); [Nathan Hattersley](#); [Nick Higgs](#); [Nick Suslak](#); [Nicola White](#); [Nina Quarshie](#); [Noel Cotter](#); [Oliver Barnett](#); [Patricia Johnstone](#); [Paul Couchman](#); [Paul Johnson](#); [Paul Morrison](#); [Paul Thompson](#); [Pavlina Akritas](#); [Richard Higgins](#); [Sally Armour](#); [Sarah Jones \(J\)](#); [Simon Brimble](#); [Simon Cardwell](#); [Stephanie McGibbon](#); [Steve Allen \(P\)](#); [Steven Harding](#); [Suzanna Pembroke](#); [Toby Clark](#); [Tom Armour](#); [Tristram Carfrae](#); [Vaughan Sutton](#); [Vicki Hope](#); [French Alice](#); [Andrew Taylor](#); [Parr Billy](#); [Jakob Lund](#); [Taylor-Ray Judy](#); [Lawrence Dudeney](#); [Lisa Melvin](#); [Teuma Marisa](#); [Chester Neil](#); [Neil Kedar](#); [Paul Vallance](#); [Peter Beardsley](#); [Phillip Hall-Patch](#); [De Cani Richard \(CORP\)](#); [Cole Seren](#); [Stuart Wood](#); [Wilson Tony \(Planning\)](#); [Una Lavery](#)  
**Subject:** Garden Bridge Project Contact Details  
**Date:** 29 August 2013 08:35:49

---

Just to let you know an updated project contact details has been uploaded on SharePoint under Project Management-Project Contact Details.

For those in Arup, you can have access to this from the link below:

[130828 Garden Bridge Project Contact Details.xlsx](#)

Regards,  
Marjan

**From:** [Marjan Gholamalipour](#)  
**To:** [French Alice](#); [Angus Low](#); [Barbara Marino](#); [Parr Billy](#); [Brendan Cuddihy](#); [Charlotte Briggs](#); [Chris Legg](#); [Chris Tomlinson](#); [Clara Yeung](#); [Clon Ulrick](#); [Deborah Tresham](#); [Duncan Wilkinson](#); [Florence Lam](#); [Francis Archer](#); [Ian Wilson](#); [James Nicholls](#); [Judy Taylor-Ray](#); [Lidia Lewis](#); [Lisa Melvin](#); [Marisa Teuman](#); [Marjan Gholamalipour](#); [Mark Bowers](#); [Mark Morris](#); [Martin Reed](#); [Mei-Yee Man](#); [Mike Glover](#); [Chester Neil](#); [Nicola White](#); [Noel Cotter](#); [Patricia Johnstone](#); [Paul Couchman](#); [Paul Morrison](#); [Paul Thompson](#); [De Cani Richard \(CORP\)](#); [Richard Higgins](#); [Stephanie McGibbon](#); [Steven Harding](#); [Stuart Wood](#); [Toby Clark](#); [Tom Armour](#); [Wilson Tony \(Planning\)](#); [Tristram Carfrae](#); [Vaughan Sutton](#)  
**Subject:** Garden Bridge Project Contact Details  
**Date:** 03 June 2013 11:40:36  
**Attachments:** [Garden Bridge Project Contact Details 3 June 13.xlsx](#)

---

Dear All,

I will be helping Paul Couchman on the project management side of this project and look forward to working with you all.

Please find attached the project contact details and don't hesitate to let me know if you have any questions.

Regards,  
Marjan

Marjan Gholamalipour  
Senior Sustainability Consultant



8 Fitzroy Street  
London, W1T 4BJ

T: [REDACTED]

[www.arupassociates.com](http://www.arupassociates.com)



**From:** [Marjan Gholamalipour](#)  
**To:** [French Alice](#); [Andrew Taylor](#); [Parr Billy](#); [Jacob Lund](#); [Taylor-Ray Judy](#); [Laurence Dudeney](#); [Teuma Marisa](#); [Chester Neil](#); [Neil Kedar](#); [Paul Vallance](#); [Peter Beardsley](#); [Phillip Hall-Patch](#); [De Cani Richard \(CORP\)](#); [Cole Seren](#); [Stuart Wood](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Howard Lomax](#); [Paul Couchman](#); [Mike Glover](#)  
**Subject:** Garden Bridge Updated Utilities Info  
**Date:** 11 September 2013 17:34:24  
**Attachments:** [Garden Bridge Utility Summary rev 2.pptx](#)

---

Dear All,

Attached to this email is a series of PowerPoint slides that provides a summary of the utilities present at the Garden Bridge north and south sites. The PowerPoint slides were prepared to provide an overview of the utilities present so you don't have to trawl through each of the individual utility records received. We intend to upload (100MB) the full original versions of the utility records received to the TfL SharePoint server in the next few days.

Some of the headlines are:-

- 30" and 24" cast iron low pressure gas main runs N-S orientation outside temple station. These are big mains and appear to run directly over the top of the District Line
- Brick egg-shaped sewer runs N-S underneath Walkabout Bar and District Line
- Telecoms – Multiple providers present in roads and footpaths around Temple Station. Records indicate the presence of a shared utility tunnel in the southern footpath of Victoria Embankment, and the presence of cables within the District Line Tunnels
- Electric cables also present in footpaths adjacent to Temple Station

Regards,  
Marjan

**From:** [Francis Archer](#)  
**To:** [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Francis Archer](#); [Mike Glover](#); [Jan Wilson](#); [Paul Couchman](#)  
**Subject:** Garden Bridge  
**Date:** 30 May 2013 09:17:39

---

Richard/ Tony

We noted a meeting with yourselves and Heatherwicks at their studio at noon today.

Please confirm agenda and required attendance. - note that neither Tristram Carfrae nor Mike Glover can make it today.

Thanks

Francis Archer

Sent from my iPhone

On 21 May 2013, at 10:18, "De Cani Richard (CORP)" <[REDACTED]> wrote:

> This message cannot be displayed because of the way it is formatted. Ask the sender to send it again using a different format or email program. text/plain  
> <meeting.ics>

---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** Garden Bridge  
**Date:** 02 July 2013 17:55:14

---

Richard,  
Got your voice mail – it failed to divert to mobile. I'll ring you tomorrow morning.

For future reference my mobile no is [REDACTED]

Regards  
Mike Glover

---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Teuma Marisa](#)  
**Cc:** [Paul Couchman](#); [Marjan Gholamalipour](#); [Clon Ulrick](#); [Mark Morris](#); [Stephanie McGibbon](#); [Claire Beedle](#); [Andrew Barron](#); [Jane Saul](#); [Vaughan Sutton](#); [Francis Archer](#); [Jorge Vaz](#); [Ian Wilson](#)  
**Subject:** Garden Bridge: River Construction Access South Bank  
**Date:** 20 December 2013 13:06:03  
**Attachments:** [River Construction Access South Bank.docx](#)

---

All

I attach a note setting down the issues surrounding concentrating construction access to the South Bank from the river, and not providing a dedicated construction access from Upper Ground.

The conclusion is that there are some activities which have to remain as land-access items such as personnel access to the site, maintenance and small tools supply and concrete supply, and initial site establishment.

Other activities could be provided by river-access from a purpose built facility, but this will be markedly more expensive, delay commencement of construction on the south bank, be inherently less safe and be subject to ongoing delay and disruption throughout the works. The preferred arrangement and form of the worksite and river facilities would require a substantial diversion of pedestrian movement away from the riverside, albeit the operation of Gabriel's Wharf is largely unaffected.

The cost and programme impact of this strategy of access to the south landing has yet to be determined, but a provisional Trend of £3m has been taken as an interim measure, and the delay is assumed not to be on the critical path. Both assumptions may prove to be optimistic and hence before proceeding with this strategy both cost and time would need to be evaluated.

Regards  
Mike

---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Wainberg Simon](#); [Wilson Tony \(Planning\)](#); [Mark Morris](#); [Tristram Carfrae](#); [Marjan Gholamalipour](#)  
**Subject:** Garden Bridge: Procurement Strategy  
**Date:** 04 April 2014 20:48:39  
**Attachments:** [Procurement Strategy for the Garden Bridge.msg](#)  
**Importance:** High

---

Richard,

Further to the ANOB at today's meeting on awaiting a decision from the Trust on procurement strategy, I attach the e-mail and attachments that Simon sent to Paul M on 21 March.

I recognise the other immediate and pressing matters that the Trust are having to consider at this time, but to meet the current overall programme we have to get moving on planning the procurement and engaging with the construction industry. To do that we need the Trust to confirm or otherwise the approach we have placed before them.

Hopefully a statement of the obvious, but it's important to recognise that there are three main and parallel critical paths on the project;

- Planning Approval and Consents,
- Procurement,
- Funding.

Important that all three are kept in equal focus, and the interaction and interdependencies between them. We can and do show on our current programme the compatibility between Planning Approval and Procurement objectives, but for obvious reasons we can't for Funding. So we are proceeding on the assumption that the Funding is compatible with the current overall programme, and hence the need for confirming procurement strategy at this time.

Appreciate your advice on the direction to take on the procurement strategy.

Best Regards

Mike

**From:** [Marjan Gholamalipour](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Mike Glover](#); [Michael Thompson](#)  
**Subject:** GB EWN business case summary  
**Date:** 09 May 2014 11:11:33  
**Attachments:** [Garden Bridge Arup Task 112 -EWN-052 Business Case Summary.pdf](#)

---

Hi Tony, Richard,

As requested please find attached EWN which covers the work required for the business case summary.

Please don't hesitate to let us know if you have any questions.

Thanks,  
Marjan

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 02 May 2014 11:35  
**To:** Michael Thompson  
**Cc:** Christopher Tunnell; Tom Congrave ([REDACTED])  
([REDACTED]) Mike Glover; Rumfitt Andy; Wilson Tony (Planning); French Alice  
**Subject:** RE: GB

Michael – good to talk to you just now and thanks for the quick response

Attached is the current draft – if you could provide the suggested outline of the summary business case by Tuesday my colleagues Andy Rumfitt, Tony Wilson and Alice French will be able to respond

In terms of budget – Mike Glover (Arup PD for the GB project) copied in – if you could provide details of hours/costs for this summary document to Mike and I (copy Tony Wilson) we can incorporate with the existing budget

Thanks Richard

---

**From:** Michael Thompson [mailto: [REDACTED]]  
**Sent:** 02 May 2014 09:24  
**To:** De Cani Richard (CORP)  
**Cc:** Christopher Tunnell; Tom Congrave ([REDACTED])  
([REDACTED])  
**Subject:** GB

Hi

Further to Christopher Tunnell's email.

Could you let me know of a convenient time that I could call you to discuss the work and the transfer of documentation for review?

**Michael Thompson**

**Arup**

t [redacted] d [redacted]  
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---

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**From:** [Marjan Gholamalipour](#)  
**To:** [De Cani Richard \(CORP\)](#); [REDACTED] [Wilson Tony \(Planning\)](#)  
**Cc:** [Wainberg Simon](#); [Mike Glover](#); [Clon Ulrick](#); [Francis Archer](#); [Mark Morris](#); [Nick Higgs](#)  
**Subject:** GB- EWN for activities to maintain the momentum  
**Date:** 12 May 2014 19:17:44  
**Attachments:** [Garden Bridge Arup Task 112 -EWN-053 Activities in May-June.pdf](#)

---

Dear All,

As promised, please find attached EWN which covers the activities to be undertaken in May and June to keep the project momentum. Please don't hesitate to let me know if you have any question or need further information.

Regards,  
Marjan

Marjan Gholamalipour  
Senior Project Manager | Programme and Project Management

8 Fitzroy Street London W1T 4BJ

d [REDACTED] m [REDACTED]

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Wilson Tony \(Planning\)](#); [Crispin Rees](#); ["Bee Emmott"](#); [Vaughan Sutton](#); [Wainberg Simon](#)  
**Subject:** GBT for 30 April.ppt  
**Date:** 29 April 2014 10:23:56  
**Attachments:** [GBT for 30 April.ppt](#)

---

All – ahead of the meeting with Trustees and Coin Street this week, I have put together from information provided a short presentation which deals with the live issues. It needs a lot of work and in particular there is an upfront slide on visitor numbers that needs input from you Vaughan – hopefully this is self explanatory and all available ? This needs to be simple, accurate and something the Trust is happy with so would appreciate some input today.

Vaughan – if you and the team could look at the first slide – in summary, we need

- Annual demand and benchmarking evidence
- Annual profile showing seasonality and evidence why
- Detail of the peak periods
- Detail of current numbers
- Assumptions around existing and new trips for the GB
- Distrib of trips
- Areas of greatest additional pressure because of GB

Something on mass motion – what it is – when it is available and what it will do etc

Thanks Richardsd

**From:** [Paul Couchman](#)  
**To:** [Barbara Marino](#); [Clon Ulrick](#); [Francis Archer](#); [Ian Wilson](#); [Mark Morris](#); [Mike Glover](#); [Stephanie McGibbon](#); [Tom Armour](#); [Tristram Carfrae](#); [Vaughan Sutton](#); [French Alice](#); [Parr Billy](#); [Taylor-Ray Judy](#); [marisa teuman](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [stuart wood](#)  
**Cc:** [Marjan Gholamalipour](#)  
**Subject:** Graden Bridge Meetings Calendar  
**Date:** 14 June 2013 18:09:24  
**Attachments:** [Garden Bridge Meeting Calendar.xlsx](#)

---

Please find attached an updated meeting calendar which currently runs to the end of February 2014.

There is a new weekly placeholder for a technical surgery on Wednesday's the requirement, topics and attendees for which will be determined at the weekly Multi-Discipline Leaders Meeting on Monday afternoon.

The second worksheet gives a high level terms of reference for each meeting, who attends and when/where it takes place.

Paul Couchman

---

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**From:** [Duncan Wilkinson](#)  
**To:** [Richard de Cani \(MD Planning\)](#)  
**Subject:** Meeting on Friday  
**Date:** 05 May 2015 12:23:36

---

Richard

I hope you had a good long weekend break. Thanks for meeting with me on Friday and I hope the meeting was useful for you as it was for me.

I will take up the initiative with the Garden Bridge Trust to improve the PR output now that the project is moving into the Stage 2 and the contractor will start to address the various planning conditions.

You mentioned that you had not seen anything of the work Arup had published on the Future of Rail and Future of Highways. Below are links to download the documents if you are interested.

[http://publications.arup.com/Publications/F/Future\\_of\\_Rail\\_2050.aspx](http://publications.arup.com/Publications/F/Future_of_Rail_2050.aspx)

[http://publications.arup.com/Publications/F/Future\\_of\\_Highways.aspx](http://publications.arup.com/Publications/F/Future_of_Highways.aspx)

I was very interested in your proposal that, if we were to have an event for the “Future of Transport in London”, this might be something to inform the next Mayoral candidates, rather than trying to teach TfL “how to suck eggs” and I may seek your advice further on this.

Best regards  
Duncan

**Duncan Wilkinson**

Director

**Arup**

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f +44 20 7755 2406 m [REDACTED]

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**From:** [Marjan Gholamalipour](#)  
**To:** [REDACTED] [REDACTED] [REDACTED]  
[De Cani Richard \(CORP\)](#); [Wainberg Simon](#); [Wilson Tony \(Planning\)](#); [Sumner Gareth](#); [Phillip Hall-Patch](#); [Mike Glover](#); [Jonathan Ward](#); [Charlotte Briggs](#); [Andrew Taylor](#); [Ian Wilson](#); [Andrew Lawrence](#); [Mark Morris](#); [Francis Archer](#)  
**Subject:** Minutes of Temple Station Final Presentation  
**Date:** 10 September 2013 15:12:13  
**Attachments:** [130906 Wellcome final presentation minutes.pdf](#)

---

Dear All,

Please find attached minutes of Wellcome Trust Temple Station Final Presentation.

Regards,  
Marjan

**From:** [Paul Couchman](#)  
**To:** [French Alice](#); [Parr Billy](#); [Taylor-Ray Judy](#); [Teuma Marisa](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Andrew Taylor](#); [stuart wood](#)  
**Subject:** Multi-Disciplinary Leaders Meeting Notes & Updated Issues/Assumptions Logs  
**Date:** 09 July 2013 15:52:47  
**Attachments:** [Garden Bridge Arup-Multi-Disciplinary Leaders Meeting 08072013.pdf](#)  
[230838-00 Garden Bridge MASTER Issues and Assumptions Log 9 07 2013.xlsx](#)

---

Please find attached the notes from yesterday's meeting plus updated Issues & Assumptions log.

An updated Risk Log will be circulated tomorrow in preparation for Friday's Risk Workshop.

Paul

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Tristram Carfrae](#); [Mike Glover](#)  
**Cc:** [Taylor-Ray Judy](#)  
**Subject:** Next Phase  
**Date:** 16 April 2014 17:31:00

---

Both – could we arrange to have a chat about the next phase of work on the Garden Bridge –  
happy to come to arup for a chat

Perhaps when everyone is back after easter ?

Thanks Richard

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Mike Glover](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Wainberg Simon](#)  
**Subject:** Next Steps  
**Date:** 11 February 2014 07:48:00  
**Attachments:** [Budget Rev 10 Feb.xlsx](#)

---

Mike – now we have broad agreement on this, what we need from you is an outline proposal for the next tranche of work (the red items in the spread sheet). We need to develop this in draft first whilst we sort out the various questions of procurement etc

Thanks Richard

---

**From:** De Cani Richard (CORP)  
**Sent:** 10 February 2014 15:01  
**To:** 'paul morrell'; 'Bee Emmott'; 'Mike Glover'; Wainberg Simon  
**Subject:** Budget

All – I am going to try to summarise where we are with current budget forecasts

1. The attached spread sheet was produced on Friday by Simon with input from Mike and the rest of the team and reflects a scenario based on the following assumptions:
  - a. The likely fact that we are not going to be able to draw down on TfL/Govt funds ahead of July 2014
  - b. The reality that we are probably not ready to commence the full detailed design and procurement in 3 weeks time (ie, March)
  - c. But there will be spend in march/April/May in planning./preparing for this with the major ramp up in spend in June
2. We have forecast to July 15 (which is assumed to be contract award date) and split the activities into the following categories:
  - a. those that are led and funded by TfL (yellow and tranche 1 – ie, up to current £5m –of which £1m is authorised)
  - b. those that are led by the GBT but funded by TfL/Govt (red)
  - c. Those led by and funded by the GBT (green)
3. We have assumed that in order to commence the red activities (funded by Govt/TfL but led by the Trust) the Trust will need staff and to do this will need money.
4. Up until Friday we had assumed the GBT would be in that position by March – in this spread sheet we are assuming June in full. If June is too late then it is simply a matter of sliding the red and green activities back to the left.
5. If you assume June is the correct starting point for this activity then this has the following consequences:
  - a. There is a shortfall in funding for the “red activities” of up to £1.5m before the next tranche of public funding comes in

- b. For every month you bring this activity forward in full, it adds c750k to the funding gap. So if we started the next phase of design/procurement work in April not June, this would increase the funding gap to around £3m

Richard

---

**From:** Wainberg Simon  
**Sent:** 07 February 2014 14:15  
**To:** 'Mike Glover'  
**Cc:** De Cani Richard (CORP)  
**Subject:** RE: Actions

Hi Mike,

Further to below, I have spent the morning updating the budget to reflect what we think is realistic timetable in terms of availability of funding (task 3 in Richard email below). The budget have prepared makes the following assumptions;

1. Planning application submitted by end May 14 and decision by Oct 14
2. Commencement of Tender award process in Jun 14.
  - a. First phase of tender award (PIN, Market Testing, PQQ process) runs through to end of Oct 14 (5 months). During this time work is also being done to prepare Contract, Specification design and Tender documentation – so a fairly intensive period of work.
  - b. Second phase of tender award (Negotiation, Tender submission, evaluation, award) runs until July 15 (9 months) – again fairly tight, but I think do-able.
3. Have assumed that the Trust have its own staff in place by June 14, so that it can lead on the procurement process / client enabling activities.

Please let me know if you have any thoughts on this.

Regards  
Simon

---

**From:** Mike Glover [<mailto:> [REDACTED]]  
**Sent:** 06 February 2014 19:31  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Chester Neil; Wainberg Simon; Teuma Marisa  
**Subject:** RE: Actions  
**Importance:** High

Richard,

As a supplemental to the exchange of notes below, could I ask you to consider in your paper to the Board (item 4 in your note) the points below which were in my e-mail to you and Paul on 3 February, reproduced below for ease of reference. Simon may find it helpful in the work he is doing under item 3 of your tasks.

As I imply under "Immediate Programme" below the current procurement programme is not practical and will need to be moved by at least two months, and even then will depend on a number of factors having been presented, discussed and agreed by the GBTruss. Look forward to seeing what Simon



produces.

Best Regards

Mike

"Paul,

*Further to our discussion about moving the procurement process forward, I have fleshed out below a proposal for contractor bilateral discussions, and a reminder on some other pressing points.*

#### *Immediate Programme*

*We currently show the PIN notice issue at the end of February and the Industry Day at the end of March, and the PQQ process commencing first week of April, by which time we will have to have completed the PQQ enquiry document. This is a pretty heroic programme, and to meet it we have to mobilising the resources now. I'll discuss with Richard/Tony whether the funds for this can be made available.*

#### *Legal Advice*

*Bilateral discussions are an important first step in the process of industry engagement but I think seeking some respected legal advice on the overall process we wish to embark on before proceeding is an absolute prerequisite; Anne Minogue would be a good candidate. What have you in mind?*

#### *Mersey Gateway*

*You also said you wanted to speak to your contacts in Treasury regarding their view on the Mersey Gateway Competitive Dialogue process – please note that this project used the Forth contract documentation as their template – they also took a lot longer than the Forth, but this was I've sure because of the need for a funder on Mersey whereas on Forth it was direct Scottish Government funding.*

#### *Bilateral Discussions*

*I have suggested we have some "market-testing" of the GB project through bilateral discussions with a sample of contractors to help prepare the industry for the issue of the formal PIN and the Industry Day. My long list is long! But a short list which is representative of the contracting range would be:*

- *Laing O'Rourke - they have been very helpful to date,*
- *BAM Nuttall – very strong on marine works, and unsuccessful bidder on Forth and Mersey,*
- *Hochtief – dominant member of the successful JV for Forth and bidder on Mersey,*
- *Sir Robert McAlpine – contractor for the Millennium Bridge,*
- *Balfour Beatty – unsuccessful bidder on Forth and Mersey.*

*With European procurement procedures being as sensitive as they are, it is prudent to be as visible as possible in the preliminary stages, which ends up with more consultation than less!! But with some government funding involved we will have to use the European procedures. Do you have a view on the above or would include others?; I have tried to be as UK orientated as possible, except for Hochtief who are the effective lead on Forth and are very innovative and focused. You could argue that Bilfinger should be included because they are the contractor for Mersey.*

#### *Agenda for Bilateral Discussions*

*We will prepare a draft Agenda for the meetings, but the matters we would like to cover are:*

- *Introduction from GBT*
- *Brief presentation by the team of the project covering scope, buildability and construction logistics, Competitive Dialogue procurement route, programme and funding.*

- Q&A with the contractor covering, inter alia:
  - o How can the Competitive Dialogue process be structured to achieve best result,
  - o What and why do you believe is the best alternative procurement route for delivering the GB with price certainty,
  - o What do you see as the biggest risks for the GB in achieving price certainty,
  - o How do you think that they may be mitigated,
  - o How much time do you need to prepare and submit a compliant tender through the Competitive Dialogue process.

*Is this how you would like the meetings to be structured?; I would think a 2 hour slot would be sufficient particularly if we send them a short briefing note prior to the meeting. I'd appreciate your views."*

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

From: Mike Glover

Sent: 06 February 2014 19:11

To: 'De Cani Richard (CORP)'

Cc: Wilson Tony (Planning); Chester Neil; Wainberg Simon; Teuma Marisa

Subject: RE: Actions

Richard,  
Pithy and to the point.

OK on items:

- 1 (which what we agreed yesterday at the DTM),
- 2 (Marisa's note reflects the sequence we agreed ie pre meet with the boroughs before the police - that was the point I was stressing),
- 4 (As you appreciate, I'd be interested to know what this will include to the extent that it impacts on design and procurement).

On item 3, not sure how Simon is going to do what you say, but stand ready to receive it!!!

Best Regards

Mike

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

From: De Cani Richard (CORP) [<mailto:> [REDACTED]]

Sent: 06 February 2014 18:40

To: Mike Glover

Cc: Wilson Tony (Planning); Chester Neil; Wainberg Simon; Teuma Marisa

Subject: Actions

Mike - we spoke and agreed the following:

- 1 - we will receive the information we need as per Marisa's email tmrw
- 2 - we will then follow through with the authorities - inviting you where necessary
- 3 - we need to review the programme to reflect a more realistic timeframe for procurement. Simon is doing this (and the budget) and we will have something tmrw to share with you

4 - we will prepare materials for the board meeting next week

Richard

\*\*\*\*\*

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**From:** [Michael Thompson](#)  
**To:** [French Alice](#); [Rumfitt Andy](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Christopher Tunnell](#); [Tom Congrave](#); [REDACTED]  
**Subject:** Options  
**Date:** 07 May 2014 16:24:04  
**Importance:** High

---

Hi

I wonder if you clear up an apparent anomaly that has arisen in relation to the options:

The business case lists the options as:

1. Do nothing: No change to existing arrangements
- 2. New bridge elsewhere: Build a new pedestrian bridge in another part of London
- 3. Enhance/modify existing bridges in central London: Invest in improvements to the ambience of existing central London bridges, including planting if possible
- 4. New bridge elsewhere in central London: Build a new pedestrian bridge in another part of central London
- 5. New bridge between Temple and South Bank (no garden): Build a new simple footbridge between Temple and the South Bank
- 6. New Garden bridge between Temple and South Bank: Build a new bridge with a garden between Temple and the South Bank

On inspection the text supporting Options 2 and 4 seem to be identical

Option 2 – New bridge elsewhere

2.16.5 This option involves building a new footbridge elsewhere in London. The most likely alternative locations, which are currently under consideration for new foot/cycle bridge, are to link the Nine Elms area of Vauxhall/Battersea with Pimlico, or to link Battersea to Fulham near Chelsea Harbour.

Option 4 – New bridge elsewhere in central London

2.16.12 This option involves building a new footbridge elsewhere in London. The most likely alternative locations, which are currently under consideration for new foot/cycle bridge, are to link the Nine Elms area of Vauxhall/Battersea with Pimlico, or to link Battersea to Fulham near Chelsea Harbour.

If the text is as written then they are duplicates and one should go.

There is an added complication in so far as the Eftc document are slightly different again based on 5 options:

- Do-nothing: no change to existing arrangements;
- Enhance Waterloo Bridge: change the layout of Waterloo Bridge, converting half of the surface area into a garden and pedestrian route, and keeping two traffic lanes;
- Extend Waterloo Bridge: create an additional structure with a garden and pedestrian route attached to the side of Waterloo Bridge;
- Garden Bridge (Temple to South Bank): create a new bridge with a garden and pedestrian

route, linking between Temple station and the South Bank; and

- Garden Bridge (existing Blackfriars piers): create a new bridge with a garden and pedestrian route, using the existing bridge piers next to Blackfriars railway bridge

Please could you clarify what the options are as a matter of urgency.

**Michael Thompson**

Associate | Planning, Policy & Economics

**Arup**

t [REDACTED] d [REDACTED]

f +44 121 213 3001

m [REDACTED]

[www.arup.com](http://www.arup.com)

---

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**From:** [Marjan Gholamalipour](#)  
**To:** [French Alice](#); [Andrew Taylor](#); [Parr Billy](#); [Jacob Lund](#); [Taylor-Ray Judy](#); [Laurence Dudeney](#); [Lisa Melvin](#); [Teuma Marisa](#); [Chester Neil](#); [Neil Kedar](#); [Paul Vallance](#); [Peter Beardsley](#); [Phillip Hall-Patch](#); [De Cani Richard \(CORP\)](#); [Cole Seren](#); [Stuart Wood](#); [Wilson Tony \(Planning\)](#); [Una Lavery](#); [Amar Mistry](#); [Andrew Lawrence](#); [Andy Officer](#); [Benjamin Jones](#); [Charlotte Briggs](#); [Chris Legg](#); [Francis Archer](#); [Gordon Capperault](#); [Greg Misson](#); [Helen Butcher](#); [Ian Wilson](#); [Jonathan Ward](#); [Marjan Gholamalipour](#); [Mark Morris](#); [Mike Glover](#); [Nihal Rajapakse](#); [Paul Couchman](#); [Alberto Carlucci](#); [Alexis Harrison](#); [Amy Leitch](#); [Ana Ulanovsky](#); [Andrew Barron](#); [Angus Low](#); [Aoibhin Flanagan](#); [Austin Brown](#); [Barbara Marino](#); [Barbara Shipton](#); [Brendan Cuddihy](#); [Brian Anderson](#); [Bryan Marsh](#); [Caroline Sohie](#); [Chris Barrett](#); [Chris Hayward](#); [Chris Legg](#); [Chris Millar](#); [Chris Murgatroyd](#); [Chris Tomlinson](#); [Claire Beedle](#); [Clara Yeung](#); [Clon Ulrick](#); [Daryl Miles](#); [David Edge](#); [David Lakin \(M\)](#); [David Short](#); [David Twine](#); [Deborah Tresham](#); [Duncan Wilkinson](#); [Emma Fromant](#); [Florence Lam](#); [Gemma Russell](#); [Graham Dodd](#); [Graham Gedge](#); [Greg Harris](#); [Howard Lomax](#); [Jaki Collison](#); [James Nicoll](#); [Jane Saul](#); [Jimena Parra](#); [Jo Evans](#); [Joe Smith](#); [Jon Rowe](#); [Jonathan Ben-Ami](#); [Kate Harrington](#); [Kate Ralls](#); [Kelvin Moneypenny](#); [Kieron Hyams](#); [Lee Franck](#); [Lesley-Anne Stone](#); [Leszek Dobrovolsky](#); [Lidia Lewis](#); [Lucy Anderson](#); [Man-Yiu Cheuk](#); [Mark Bowers](#); [Mark Button](#); [Martin Reed](#); [Megan Hooper](#); [Mei-Yee Man](#); [Melanie Rhodes](#); [Melissa Mak](#); [Mike Glover](#); [Nathan Hattersley](#); [Nick Higgs](#); [Nick Suslak](#); [Nicola White](#); [Nina Quarshie](#); [Noel Cotter](#); [Patricia Johnstone](#); [Paul Couchman](#); [Paul Morrison](#); [Paul Thompson](#); [Pavlina Akritas](#); [Richard Higgins](#); [Sally Armour](#); [Sarah Jones \(J\)](#); [Simon Brimble](#); [Simon Cardwell](#); [Stephanie McGibbon](#); [Steve Allen \(P\)](#); [Toby Clark](#); [Tom Armour](#); [Tristram Carfrae](#); [Vaughan Sutton](#); [Vicki Hope](#)  
**Subject:** Photos of High Line-NY  
**Date:** 05 September 2013 14:38:36

---

Just to let you know I have uploaded photos that one of our colleagues took of the High Line in New York on SharePoint- Garden Bridge- New York High Line.

For those of you in arup, you can find the photos in the link below:

<\\global\london\BEL\Jobs\200000\230800\230838-00 Garden Bridge\4 Internal Data\15 Photos\20130827 - New York High Line>

Marjan

**From:** [Duncan Wilkinson](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** RE: Are you free for a coffee?  
**Date:** 04 January 2013 08:40:20

---

Happy to facilitate -



**Duncan Wilkinson**

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 04 January 2013 08:39  
**To:** Duncan Wilkinson  
**Subject:** RE: Are you free for a coffee?

He has met with the mayor and peter (h) and we are potentially going to be doing some work to take this forward as a mayoral project – so at some point a contact and a discussion with arup would be good

richard

---

**From:** Duncan Wilkinson [mailto: [REDACTED]]  
**Sent:** 04 January 2013 08:37  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Are you free for a coffee?

Richard

Yes it does ring bells; Thomas Heatherwick is apparently the man of the hour. My bridge colleagues are helping our building practice who work with Heatherwick. I can let you have my views when we meet or we can speak on the phone.

Regards



**Duncan Wilkinson**

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 04 January 2013 08:30  
**To:** Duncan Wilkinson  
**Cc:** Taylor-Ray Judy  
**Subject:** RE: Are you free for a coffee?

Duncan – will get back to you

Separate point – garden bridge across the thames, heatherwick and Lumley – ring any bells ? apparently arup are involved with mace ?

Thanks Richard

---

**From:** Duncan Wilkinson [mailto: [REDACTED]]  
**Sent:** 04 January 2013 08:06  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Are you free for a coffee?

Richard

Early morning will not be a problem I am usually in well before 8.00am – What day / time suits you best, next week is quite busy for me but could do Monday or Tuesday. The following week any day but Thursday.

Regards  
Duncan

**Duncan Wilkinson**

Director

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

t [REDACTED] d [REDACTED]

f +44 20 7755 2406 m [REDACTED]

[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 03 January 2013 17:22  
**To:** Duncan Wilkinson  
**Subject:** RE: Are you free for a coffee?

Duncan – and to you, I hope you had a good break

Yes to the coffee – might need to be quite early in the morning if that suits you ?

Richard

---

**From:** Duncan Wilkinson [mailto: [REDACTED]]  
**Sent:** 03 January 2013 15:58  
**To:** De Cani Richard (CORP)  
**Subject:** Are you free for a coffee?

Richard

Happy New Year to you; I hope you had a good break. When we last met in October we discussed various elements of the Mayors Transport Strategy that you expected to require design input towards the end of the year. One of these, the Northern Line Extension, I have subsequently passed you information on how the market is preparing itself but this is without any clarity of what for.

I would very much appreciate a half hour catch up if you have it to learn how TfL have



progressed these if possible.

Thanks and regards  
Duncan

**Duncan Wilkinson**  
Director

**Arup**  
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f +44 20 7755 2406 m [REDACTED]  
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**From:** [Michael Thompson](#)  
**To:** [Inayathusein Aliasgar](#); [De Cani Richard \(CORP\)](#); [French Alice](#); [Rumfitt Andy](#)  
**Cc:** [Christopher Tunnell](#); [REDACTED] [Mike Glover](#)  
**Subject:** RE: Business Case Summary Garden Bridge  
**Date:** 09 May 2014 12:50:57  
**Attachments:** [Summary of Business Case Garden Bridge ISSUE 09 05 14v2.0.docx](#)

---

Hi Ali

Please see attached with correction accepted and the reference to a table removed (I do not think the document could bear a further table).

Regards

Michael

---

**From:** Inayathusein Aliasgar [mailto:[REDACTED]]  
**Sent:** 09 May 2014 12:35  
**To:** Michael Thompson; De Cani Richard (CORP); French Alice; Rumfitt Andy  
**Cc:** Christopher Tunnell; [REDACTED] Mike Glover  
**Subject:** RE: Business Case Summary Garden Bridge

Michael,

Thanks for this – Some of the bits in the paragraph below have not been updated in line with the changes sent yesterday.

Para 7.2.34: “96,000 visitors” should be 480,000 and “this would be equivalent to just 3% of the visitors to the London Eye” should be “13%”. I have changed this in the attached document. Also, at the moment we say that this is “the attraction in the table with the lowest number of visitors” but we do not present the table. Therefore we either need to include the table or re-word slightly. Note that in the updated text, I have also added that this is equivalent to 7% of projected Garden Bridge users, you may wish to use that.

Regards,  
Ali

---

**From:** Michael Thompson [mailto:[REDACTED]]  
**Sent:** 09 May 2014 11:56  
**To:** De Cani Richard (CORP); French Alice; Rumfitt Andy; Inayathusein Aliasgar  
**Cc:** Christopher Tunnell; [REDACTED] Mike Glover  
**Subject:** Business Case Summary Garden Bridge

Please see attached draft summary business case.

**Michael Thompson**

Associate | Planning, Policy & Economics

Arup

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**From:** [Sharon Iliffe](#) on behalf of [Christopher Tunnell](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [French Alice](#); [Marjan Gholamalipour](#); [Taylor-Ray Judy](#); [Christopher Tunnell](#); [Mike Glover](#)  
**Subject:** RE: Business Case  
**Date:** 06 February 2014 17:08:43

---

Hi Richard,

I am now Chris Tunnell's PA and I can give you and Alice assistance with his diary. My direct line is [REDACTED]

Please give me a ring or let me know who I should ring and we can sort out a good time for everyone to meet.

My regards,

Sharon

**Sharon Iliffe**

PA to Chris Tunnell, Director | Planning South

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

t [REDACTED]

d [REDACTED]

www.arup.com

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 05 February 2014 19:21  
**To:** Christopher Tunnell; Mike Glover  
**Cc:** Wilson Tony (Planning); French Alice; Marjan Gholamalipour; Taylor-Ray Judy  
**Subject:** Re: Business Case

If we could meet quite soon that would be helpful

Thanks

Richard

---

**From:** Christopher Tunnell [mailto:[REDACTED]]  
**Sent:** Wednesday, February 05, 2014 07:07 PM  
**To:** Mike Glover <[REDACTED]> De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); French Alice; Marjan Gholamalipour <[REDACTED]>

**Subject:** Re: Business Case

Thanks Richard. An interesting assignment and I am familiar with the issues.

Alice - I will be in contact.

Chris.

---

**From:** Mike Glover  
**Sent:** Wednesday, February 05, 2014 09:22 AM  
**To:** De Cani Richard (CORP) <[REDACTED]>  
**Cc:** Wilson Tony (Planning) <[REDACTED]> French Alice <[REDACTED]>  
Christopher Tunnell; Marjan Gholamalipour  
**Subject:** RE: Business Case

Richard,  
Will do. I'll brief Chris and get him to contact Alice.  
Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 05 February 2014 08:52  
**To:** Mike Glover  
**Cc:** Wilson Tony (Planning); French Alice  
**Subject:** Business Case

Mike – we need to produce a business case for the Garden Bridge that both the Mayor and Government can use to defend their contribution of £30m towards the bridge. We have met with the various Government departments to discuss this and we have agreed a way forward but we may need some help from Arup planning to do this.

What I would like to do is to have a conversation with someone from your planning/economics side (someone like Chris Tunnell if he is still there perhaps) to share some thoughts on this – it may be we need some specific Arup help as well.

So if you could put me in touch with Chris or one of his colleagues we will take it from there. My colleague Alice French is leading this work.

Thanks Richard

\*\*\*\*\*

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Mike Glover](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [French Alice](#); [Christopher Tunnell](#); [Marjan Gholamalipour](#)  
**Subject:** RE: Business Case  
**Date:** 05 February 2014 09:23:00

---

Thanks – if he can contact me by email I will arrange a meeting with Alice and others to discuss what help we may need

---

**From:** Mike Glover [mailto:████████████████████]  
**Sent:** 05 February 2014 09:23  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); French Alice; Christopher Tunnell; Marjan Gholamalipour  
**Subject:** RE: Business Case

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Mike

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Thanks Richard

\*\*\*\*\*

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**From:** [Sharon Iliffe](#)  
**To:** [De Cani Richard \(CORP\)](#); [French Alice](#)  
**Subject:** RE: Business Case  
**Date:** 06 February 2014 17:09:36

---

Sorry, just resending so that you get my email address rather than Chris' on reply.

Regards,

Sharon

---

**From:** Sharon Iliffe **On Behalf Of** Christopher Tunnell  
**Sent:** 06 February 2014 17:08  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); French Alice; Marjan Gholamalipour; Taylor-Ray Judy; Christopher Tunnell; Mike Glover  
**Subject:** RE: Business Case

Hi Richard,

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Please give me a ring or let me know who I should ring and we can sort out a good time for everyone to meet.

My regards,

Sharon

**Sharon Iliffe**

PA to Chris Tunnell, Director | Planning South

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**From:** De Cani Richard (CORP) [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 05 February 2014 19:21  
**To:** Christopher Tunnell; Mike Glover  
**Cc:** Wilson Tony (Planning); French Alice; Marjan Gholamalipour; Taylor-Ray Judy  
**Subject:** Re: Business Case

If we could meet quite soon that would be helpful

Thanks

Richard

---

**From:** Christopher Tunnell [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Wednesday, February 05, 2014 07:07 PM  
**To:** Mike Glover <[REDACTED]> De Cani Richard (CORP)

Cc: Wilson Tony (Planning); French Alice; Marjan Gholamalipour <[REDACTED]>

**Subject:** Re: Business Case

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Alice - I will be in contact.

Chris.

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**From:** Mike Glover  
**Sent:** Wednesday, February 05, 2014 09:22 AM  
**To:** De Cani Richard (CORP) <[REDACTED]>  
**Cc:** Wilson Tony (Planning) <[REDACTED]> French Alice <[REDACTED]>  
Christopher Tunnell; Marjan Gholamalipour  
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**From:** [Christopher Tunnell](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** Re: Business Case  
**Date:** 05 February 2014 20:05:06

---

Yes that should be fine.

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** Wednesday, February 05, 2014 07:20 PM  
**To:** Christopher Tunnell; Mike Glover  
**Cc:** Wilson Tony (Planning) < [REDACTED] > French Alice < [REDACTED] >  
Marjan Gholamalipour; Taylor-Ray Judy < [REDACTED] >  
**Subject:** Re: Business Case

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**To:** Mike Glover < [REDACTED] > De Cani Richard (CORP)  
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**Subject:** RE: Business Case

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Gibbons Karen](#); [Karen Gibbons](#); [Chester Neil](#); [Teuma Marisa](#); [Miles Andrew \(ST\)](#); [Crispin Rees](#); [Marjan Gholamalipour](#)  
**Cc:** [Anthony Marley](#); [Bee Emmott](#); [Bernadette O'Sullivan](#)  
**Subject:** RE: Community support for Garden Bridge  
**Date:** 25 July 2014 15:56:00

---

Thats great karen – you need to capture this and keep them involved – build a coalition – friends of – sign up here for volunteering – bridge builders – ambassadors - we need all of this to be happening !

---

**From:** Gibbons Karen  
**Sent:** 25 July 2014 14:28  
**To:** Karen Gibbons; Chester Neil; Teuma Marisa; Miles Andrew (ST); Crispin Rees; Marjan Gholamalipour  
**Cc:** Anthony Marley; De Cani Richard (CORP); Bee Emmott; Bernadette O'Sullivan  
**Subject:** Community support for Garden Bridge

Just to let you know that I just received a call from the Director of South Bank Mosaics. I had met him previously at the Jubilee Gardens Forum.

His feedback was so positive I wanted to pass it straight on to you, he reckoned that there was about 99% support for the project, everyone he knew wanted it to happen.

He agreed to would write a letter of support to Lambeth (and also wanted the number of the planning application, please?) and would copy us in on the letter. He said supporters were falling over themselves to support and help in any way. The view was that it was great for the area, encouraged walking and relaxation, relieved congestion, helped to transport people to the North Bank and on all accounts good for London and SE1.

I think he wants a stab at designing a mosaic for the bridge too...

Kind regards, Karen

**From:** [Mike Glover](#)  
**To:** [Wainberg Simon](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Marjan Gholamalipour](#); [Francis Archer](#); [Paul Couchman](#)  
**Subject:** RE: Competitive Dialogue Programme  
**Date:** 13 February 2014 22:14:10  
**Attachments:** [Garden Bridge Competitive Dialogue Generic Programme Rev 04.pdf](#)  
**Importance:** High

---

Simon/Richard/Tony,

Attached is the revised generic competitive dialogue programme incorporating your comments. I am still reviewing certain items in the underlying construction programme, but on the basis of the current logic the opening date is now projected as June 2018.

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

**From:** Paul Couchman  
**Sent:** 13 February 2014 10:43  
**To:** Mike Glover  
**Subject:** Competitive Dialogue Programme

Updated as discussed. I'm now getting the construction programme updated to align.

Paul

**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Mark Morris](#); [Phillip Hall-Patch](#); [REDACTED] "[Stuart Wood](#)"; [REDACTED] [Marjan Gholamalipour](#); [Paul Couchman](#); [Francis Archer](#)  
**Subject:** RE: Design and Construction Dashboard and a Change Request Form  
**Date:** 31 January 2014 13:30:31  
**Attachments:** [Garden Bridge Cost Dashboard Rev6.xlsx](#)

---

Paul/Richard

I noticed an error on the Draft Dashboard sent to you earlier; the attached is now correct.

Mike

---

**From:** Mike Glover  
**Sent:** 31 January 2014 10:35  
**To:** [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [REDACTED] [Mark Morris](#); [Phillip Hall-Patch](#); [REDACTED] "[Stuart Wood](#)"; [REDACTED] [Marjan Gholamalipour](#); [Paul Couchman](#); [Francis Archer](#)  
**Subject:** Design and Construction Dashboard and a Change Request Form

Paul/Richard

I attach a Draft Dashboard which sets out to summarise the status of the project on one sheet. It will take some more development, but I would appreciate any comments you may have on layout and content.

Also attached is a proposed Change Request Form which I would like to implement going forward.

Regards  
Mike

---

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Vaughan Sutton](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Gavin Wicks](#); [Alex Gardner](#); [Martin Reed](#)  
**Subject:** RE: Discussion about next steps  
**Date:** 06 November 2014 09:01:00  
**Attachments:** [041114 Letter to Richard de Cani TFL re Garden Bridge.pdf](#)

---

---

**From:** Vaughan Sutton [mailto: [REDACTED]]  
**Sent:** 06 November 2014 08:35  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Chester Neil; Gavin Wicks; Alex Gardner; Martin Reed  
**Subject:** RE: Discussion about next steps

Richard

Could you let us have a copy of your letter to Guy referred to in your email of the 3<sup>rd</sup> November, please?

Thank you.

Vaughan

### **Vaughan Sutton**

Director

### **Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

t [REDACTED] d [REDACTED]  
f +44 20 7755 3671 m [REDACTED]

[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 05 November 2014 18:33  
**To:** Vaughan Sutton  
**Cc:** Wilson Tony (Planning); Chester Neil  
**Subject:** FW: Discussion about next steps

Vaughan –can you provide a commentary on the criticisms of the TA – in particular the point about not assessing visitor nos. I want to go back with a full and detailed rebuttal and need to do this early next week. I need extracts from the TA and references to all of the scenarios we have assessed. We need to really nail this point by going back with a very comprehensive response.

Can you get me a note by cop Monday pls ?

Thanks Richard

---

**From:** Guy Perricone [mailto: [REDACTED]]  
**Sent:** 04 November 2014 17:12

**To:** De Cani Richard (CORP)  
**Cc:** Bee Emmott  
**Subject:** RE: Discussion about next steps


Dear Richard,

Apologies for the delay in replying – it has taken some time to get the views of our team together. A letter in reply to your letter of last week is attached (hard copy to follow by post). As you will see, we do still have some concerns, but we remain ready to meet, if you wish to do so.

I'll look forward to hearing back from you in due course.

Regards  
Guy

---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 03 November 2014 16:56  
**To:** Guy Perricone  
**Cc:** Bee Emmott  
**Subject:** Discussion about next steps

Guy – we are fast approaching a committee date for the Westminster planning committee and we would like to be able to address your concerns if at all possible. We have already offered commitments to the Middle Temple and at this stage it isn't clear whether these are accepted or you remain in a position of opposition to the Garden Bridge.

I wrote to you over a week ago with a response to your earlier letter and we would be very happy to meet again to discuss the points you have raised and whether there is any prospect of addressing them. I have always thought it is beneficial if we can address any issues before we get to committee and we are committing to doing as much as we can to addressing your concerns – if we can find a way forward.

Many thanks  
Richard

\*\*\*\*\*

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**From:** [Vaughan Sutton](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Gavin Wicks](#); [Alex Gardner](#); [Martin Reed](#)  
**Subject:** RE: Discussion about next steps  
**Date:** 06 November 2014 14:51:07

---

Richard

Thank you – that’s most helpful.

Vaughan

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 06 November 2014 10:46  
**To:** Vaughan Sutton  
**Cc:** Wilson Tony (Planning); Chester Neil; Gavin Wicks; Alex Gardner; Martin Reed  
**Subject:** RE: Discussion about next steps

Vaughan – if it helps, this is a quick commentary on what we need to cover

A central uncertainty is as to the distribution of pedestrian flows on the north side of the river. The claim that pedestrian flows into the Temple will be relatively modest can only be sustained if the distribution is very substantial in other directions. This, however, seems very unlikely, since the Temple is a key attraction for visitors arriving on the north side. We also consider that the extent to which this can be affected by signage has been exaggerated. As we have explained in previous correspondence, it is not open to us to close or monitor the entrances to our estate during the course of the working day, in view of the many, separate, professional businesses and residences in the Temple, which are vital to its viability.

We need to set out

Our approach to the TA and the assessment

The scenarios we have tested and why

The surveys we have undertaken and how these have been used

ie, we have done a full assessment of all of the issues and potential impacts

Unfortunately, we do not accept that full reliance can be placed upon the assessments which you have provided. We have offered detailed criticisms of these assessments, which we do not believe have been answered. The assessments provide no measurement of journeys through the Temple, and do not differentiate between visitors and those who are simply walking through to their place of work. It may well be that the visitor traffic currently is generally quite low, yet it is this component which will be greatly enhanced once the Bridge is built.

What criticisms haven’t we answered ?

No measurement of journeys through the temple – we must have done this

Split between visitors and place of work – explain how we have dealt with this

We need to summarise with

1. Our assessment is robust
2. Apart from the middle temple saying they don’t agree – there hasn’t been an alternative assessment carried out

3. The scenarios we have tested do look at the number of additional people going through the temple on a weekday/weekend – peak and off peak – this picks up visitors and non visitors
4. It is a unique environment and not obvious to everyone that there is a walk through – the role of signage and our offer to fund

---

**From:** Vaughan Sutton [mailto: [REDACTED]]  
**Sent:** 06 November 2014 08:35  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Chester Neil; Gavin Wicks; Alex Gardner; Martin Reed  
**Subject:** RE: Discussion about next steps

Richard

Could you let us have a copy of your letter to Guy referred to in your email of the 3<sup>rd</sup> November, please?

Thank you.

Vaughan

**Vaughan Sutton**  
Director

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f +44 20 7755 3671 m [REDACTED]  
[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 05 November 2014 18:33  
**To:** Vaughan Sutton  
**Cc:** Wilson Tony (Planning); Chester Neil  
**Subject:** FW: Discussion about next steps

Vaughan –can you provide a commentary on the criticisms of the TA – in particular the point about not assessing visitor nos. I want to go back with a full and detailed rebuttal and need to do this early next week. I need extracts from the TA and references to all of the scenarios we have assessed. We need to really nail this point by going back with a very comprehensive response.

Can you get me a note by cop Monday pls ?

Thanks Richard

---

**From:** Guy Perricone [mailto: [REDACTED]]  
**Sent:** 04 November 2014 17:12  
**To:** De Cani Richard (CORP)  
**Cc:** Bee Emmott  
**Subject:** RE: Discussion about next steps

Dear Richard,

Apologies for the delay in replying – it has taken some time to get the views of our team together. A letter in reply to your letter of last week is attached (hard copy to follow by post). As you will see, we do still have some concerns, but we remain ready to meet, if you wish to do so.

I'll look forward to hearing back from you in due course.

Regards  
Guy

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 03 November 2014 16:56  
**To:** Guy Perricone  
**Cc:** Bee Emmott  
**Subject:** Discussion about next steps

Guy – we are fast approaching a committee date for the Westminster planning committee and we would like to be able to address your concerns if at all possible. We have already offered commitments to the Middle Temple and at this stage it isn't clear whether these are accepted or you remain in a position of opposition to the Garden Bridge.

I wrote to you over a week ago with a response to your earlier letter and we would be very happy to meet again to discuss the points you have raised and whether there is any prospect of addressing them. I have always thought it is beneficial if we can address any issues before we get to committee and we are committing to doing as much as we can to addressing your concerns – if we can find a way forward.

Many thanks  
Richard

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**From:** [Richard de Cani \(MD Planning\)](#)  
**To:** ["Bee Emmott"](#); [Anthony Marley](#); [Emma Barnett](#); [Gavin Wicks](#)  
**Subject:** RE: Draft letter re WCC highways  
**Date:** 04 February 2016 16:14:59  
**Attachments:** [image001.png](#)

---

Thanks – is it worth specifying how many spaces are lost – although, checking with matthew mason first by sending him a draft that this is what he needs to receive

---

**From:** Bee Emmott [mailto: [REDACTED]]  
**Sent:** 04 February 2016 16:10  
**To:** Anthony Marley; Emma Barnett; Gavin Wicks  
**Cc:** Richard de Cani (MD Planning)  
**Subject:** RE: Draft letter re WCC highways

Emma – thanks, looks good, Im happy to send.

Richard – any comments before it goes?

---

**From:** Anthony Marley  
**Sent:** 04 February 2016 15:36  
**To:** Emma Barnett < [REDACTED] > Gavin Wicks < [REDACTED] >  
**Cc:** Bee Emmott < [REDACTED] >  
**Subject:** RE: Draft letter re WCC highways

I recommend we keep those lines to reinforce the point if WCC don't accept the initial argument.

Bee,

Can you confirm the letter is ready and you'll "author/present"

Anthony Marley MSc MIET MAPM  
Programme Director, Garden Bridge Trust,  
South Wing, Somerset House, Strand, London, WC2R 1LA

m: [REDACTED]  
e: [REDACTED]



Are you one of the 80% of Londoners who want the Garden Bridge?



If so, please send your message of support [here](#).

---

From: Emma Barnett [<mailto:> [REDACTED]]  
Sent: 04 February 2016 15:31  
To: Gavin Wicks <[REDACTED]>  
Cc: Bee Emmott <[REDACTED]> Anthony Marley  
<[REDACTED]>  
Subject: Re: Draft letter re WCC highways

Thanks Gavin.

I suspect it is not worth getting into a debate as to how much income it generates but I will leave it to Bee and Tony to decide.

Best wishes  
Emma

**Emma Barnett**

Director

**Adams Hendry Consulting Ltd.**

7 St Peter Street, Winchester SO23 8BW

T [REDACTED]

[www.adamshendry.co.uk](http://www.adamshendry.co.uk)



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From: Gavin Wicks <[REDACTED]>  
Date: Thursday, 4 February 2016 13:58  
To: Emma Barnett <[REDACTED]>  
Cc: Bee Emmott <[REDACTED]> Anthony Marley  
<[REDACTED]>  
Subject: RE: Draft letter re WCC highways

Emma

I checked through our issued documents and couldn't see one that dealt with the P&D rationale, I couldn't recall ever issuing one. So I think your letter sums it up, insomuch that to provide for all the other transport modes, coach, taxi, pedestrian, etc there is no further space to place car parking bays. We looked further afield but to re-provide the spaces elsewhere, but all spare kerbside space is allocated to parking of one type or another.

A minor detail you could change would be the reference to significant income – the parking utilisation calculation we undertook (using WCCs own data from 2011) showed that during the paid periods the spaces on Temple Place, Arundel Street and Surrey Street were not fully utilised. Outside of the paid times the utilisation was much higher, with the bays virtually full. WCC could counter this as it was data collected when significant construction was occurring at 190 Strand and AGC was unoccupied and so potentially showed the bays underused. However I'm not sure if the letter needs it as the key really is, there isn't enough space to re-provide for everything and so we have to prioritise the other transport modes over the car parking spaces.

Let me know if you want any further detail or explanation.

Gavin

**Gavin Wicks**  
Senior Planner | Transport Consulting

Arup  
13 Fitzroy Street London W1T 4BQ United Kingdom  
d: [REDACTED]  
[www.arup.com](http://www.arup.com)

---

From: Emma Barnett [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
Sent: 04 February 2016 11:41  
To: Bee Emmott; Anthony Marley  
Cc: Gavin Wicks  
Subject: Draft letter re WCC highways

Dear Bee and Tony

I have attached a first draft of the letter to WCC as I am going to be in meetings for most of the rest of the day.

I have asked Gavin Wicks (cc'd to this email) to draft some text on why this is the only option. I know Gavin is very busy so if the attached will suffice, it is one less thing for him to do!

I am assuming the letter will go from GBT?

Please let me have any comments.

Best wishes

Emma

**Emma Barnett**

Director

**Adams Hendry Consulting Ltd.**

7 St Peter Street, Winchester SO23 8BW

T [REDACTED]

[www.adamshendry.co.uk](http://www.adamshendry.co.uk)



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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [REDACTED]; [REDACTED]  
**Subject:** Re: FW: Discussion about next steps  
**Date:** 05 November 2014 18:53:23

---

Vaughan - many thanks

It needs to be a forensic and thorough rebuttal that goes through each of their criticisms and directs them to the sections of the TA and summarises the scenarios tested and the results.

They are basically suggesting your TA is inadequate and we need to correct this.

Thanks Richard

---

**From:** Vaughan Sutton [mailto:[REDACTED]]  
**Sent:** Wednesday, November 05, 2014 06:44 PM  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Chester Neil; Gavin Wicks <[REDACTED]> Alex Gardner <[REDACTED]>  
**Subject:** Re: FW: Discussion about next steps

Richard

Will do.

Regards

Vaughan

Vaughan –can you provide a commentary on the criticisms of the TA – in particular the point about not assessing visitor nos. I want to go back with a full and detailed rebuttal and need to do this early next week. I need extracts from the TA and references to all of the scenarios we have assessed. We need to really nail this point by going back with a very comprehensive response.

Can you get me a note by cop Monday pls ?

Thanks Richard

---

**From:** Guy Perricone [mailto:[REDACTED]]  
**Sent:** 04 November 2014 17:12  
**To:** De Cani Richard (CORP)  
**Cc:** Bee Emmott  
**Subject:** RE: Discussion about next steps

Dear Richard,

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I'll look forward to hearing back from you in due course.

Regards  
Guy

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 03 November 2014 16:56  
**To:** Guy Perricone  
**Cc:** Bee Emmott  
**Subject:** Discussion about next steps

Guy – we are fast approaching a committee date for the Westminster planning committee and we would like to be able to address your concerns if at all possible. We have already offered commitments to the Middle Temple and at this stage it isn't clear whether these are accepted or you remain in a position of opposition to the Garden Bridge.

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Many thanks  
Richard

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Middle Temple.

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED] [Wilson Tony \(Planning\)](#)  
**Cc:** [Chester Neil](#); [REDACTED]  
**Subject:** Re: FW: Discussion about next steps  
**Date:** 10 November 2014 13:30:31

---

Haven't opened yet but will review later

Thanks Richard

---

**From:** Gavin Wicks [mailto:[REDACTED]]  
**Sent:** Monday, November 10, 2014 12:39 PM  
**To:** Wilson Tony (Planning)  
**Cc:** Chester Neil; Vaughan Sutton <[REDACTED]> De Cani Richard (CORP)  
**Subject:** RE: FW: Discussion about next steps

Tony

Comments noted and added or text re-worded to bring out the points you highlight (see green text to your points below). I have left the response in the same format so that it responds to the Middle Temple letter directly, as I felt this may be the reason for them feeling we have not directly answered their criticisms to date.

Please find attached revised text. Note I have added a draft summary, but this can be amended once the main body of text is agreed.

If you want to run through the points I am around most of this afternoon.

Regards

Gavin

---

**From:** Wilson Tony (Planning) [mailto:[REDACTED]]  
**Sent:** 07 November 2014 17:47  
**To:** Gavin Wicks  
**Cc:** Chester Neil; Vaughan Sutton; De Cani Richard (CORP)  
**Subject:** RE: FW: Discussion about next steps

Gavin

Thanks for sending in a draft although it is quite hard to follow at times and needs some enhancing to provide a rebuttal of the Middle Temple's comments.

Some observations sorted under the structure suggested in Richard's email of yesterday:

Our approach to the TA and the assessment

OK although the wording could be clearer (appreciate this is a first draft but some redrafting would be helpful) – separate points out to separate paras (could be bulleted possibly depending on format of complete response document)

Also shouldn't this also highlight the other powerful draws on the north? They are understandably interested in the attractiveness of their own domain, but it would be helpful to point out:

- we expect a high number of visitors to go directly to/from the tube station
- we expect a high number of visitors to walk along the Thames
- Arundel Great Court is providing a new pedestrianised route and public realm between Arundel Street and Surrey Street which will be a natural draw for pedestrians (and is not

- even included in our assessment as it wasn't committed at the point of assessment, but is under construction now) – added (new bullet point to second para response)
- Somerset House has xxx visitors per annum and Convent Garden xxx compared with xxx visiting the Temple, hence those destinations are likely to be much stronger draws for visitors than the Temple – added (new bullet point to second para response)
- the gates to the Temple are closed at weekends, and by day have signs saying “private” – added (new bullet point to second para response)

The scenarios we have tested and why

This is in there but needs to be much clearer and punchier, e.g.

- we have assumed a stable visitor level similar to Millennium and Tower Bridges, and considerably higher than Waterloo and Blackfriars Bridges, so do not believe that the numbers are underestimated (and the forecasts have been agreed with other stakeholders); - added (new table added to first para response)
- we have added an additional 25% of visitors into our assessment to test the impact if there is a higher level of demand, especially in the early years when the bridge is new; - included in final (final para response)
- although we anticipate that many of the visitors will be existing visitors to the south bank who will return to the south bank, the assessment actually assumes that the full volume crosses the whole bridge, thereby being a worst-case scenario in terms of pedestrian impacts in the north. - included in final (final para response)

The surveys we have undertaken and how these have been used

This is unconvincing; if we have a proper survey of all the entrances/exits then we should present this. If we only have partial data – as it seems – then this is probably counter-productive. Do we have full surveys of entries/exits? – the agreed survey was to look at the main route north/south through route , Tudor Street access is not considered as part of survey. It was supposed to be a supplementary survey following the meeting with Middle Temple to give an indication of usage, there wasn't time to conduct and then analyse a full questionnaire O-D survey to get the response back. We observed the movement from the point on MTL where you could head east to Tudor Street was not well used (about 3 people over the 15 minutes observed) so wasn't included in the survey.

ie, we have done a full assessment of all of the issues and potential impacts

What criticisms haven't we answered ?

- included the previous response documents sent through to you on 24 July and 29 September (although I don't know if these were sent to Middle Temple in this format or not). I can't recall seeing the final response letters.

No measurement of journeys through the temple – we must have done this

As mentioned above, this is unconvincing; if we only have partial data, and without knowing origins and destinations, how can any such conclusions be drawn? Wouldn't we need interviews to understand who's walking to/from Temple and who's walking through? – as noted north south movements have been estimated as best we can in the time allowed.

Do we actually have surveys of all the current entrance/exit flows so we can at least map onto that your forecasts? -these are set out in the answer to the third paragraph, the table shows existing two way flow at the Milford Gate entry. Re-worded the final paragraphs of the response to para 3 to try and bring this out.

Split between visitors and place of work – explain how we have dealt with this

Their question is also asking about local workers passing through, e.g. between Temple station (or, in the future, the bridge) to Fleet Street or Tudor Street. This isn't addressed in this response yet - I believe that para 3 and 4 of the final response answer that question, 290 are observed exiting in the AM and 219 in the PM. As you point out this is not the full picture but represents a suitable proxy with which to illustrate what the usage is likely to be.



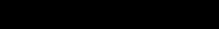
We need to summarise with

1. Our assessment is robust
2. Apart from the middle temple saying they don't agree – there hasn't been an alternative assessment carried out
3. The scenarios we have tested do look at the number of additional people going through the temple on a weekday/weekend – peak and off peak – this picks up visitors and non visitors
4. It is a unique environment and not obvious to everyone that there is a walk through – the role of signage and our offer to fund

The paper needs to cover the above points as a conclusion

Regards,  
Tony

---

**From:** Gavin Wicks [<mailto:>   
**Sent:** 07 November 2014 15:22  
**To:** Wilson Tony (Planning)  
**Cc:** Chester Neil; Vaughan Sutton  
**Subject:** RE: FW: Discussion about next steps


Tony

Attached is a first draft response to the opening four paragraphs. I have tried to respond in kind, in terms and tone, but you might feel this is a bit strong. I have included a summary of the survey we undertook, at Middle Temple request, to determine how much of a cut-through it is. My feeling is that even with this additional analysis Temple will stick with the assertion that the proximity of the bridge will make Temple busier. The meeting we had with them highlighted this belief (or at least the reason they gave) stems from their experiences with the increase in visitors and associated queuing/noise issues caused by the use of the church in the film of the DaVinci code. The addition of the predicted GB pedestrians flows on those we counted I would hope demonstrate that the footways work, but I'm not sure if this would answer a follow up question on noise increase of additional people.

If you'd like to discuss I'm around all afternoon

Gavin

---

**From:** Chester Neil [<mailto:>   
**Sent:** 07 November 2014 08:36  
**To:** Wilson Tony (Planning); Vaughan Sutton  
**Cc:** Gavin Wicks; Alex Gardner  
**Subject:** Re: FW: Discussion about next steps

Tony, that would be great.

Vaughan - can you liaise directly with Tony if haven't already? This is the last chance to sort Middle Temples concerns so we need to do everything we can.

Thanks

Neil

---

**From:** Wilson Tony (Planning)  
**Sent:** Thursday, November 06, 2014 11:03 AM GMT Standard Time  
**To:** Chester Neil; 'Vaughan Sutton' <[REDACTED]>  
**Cc:** Gavin Wicks <[REDACTED]> Alex Gardner <[REDACTED]>  
**Subject:** RE: FW: Discussion about next steps

I am around tomorrow and can make that time, or if Arup can send a draft through I can take a look at it

Tony

---

**From:** Chester Neil  
**Sent:** 06 November 2014 09:47  
**To:** 'Vaughan Sutton'  
**Cc:** Wilson Tony (Planning); Gavin Wicks; Alex Gardner  
**Subject:** RE: FW: Discussion about next steps

I can't do that time I'm afraid. I'm only available in the morning.

Tony – are you available at all on Friday?

---

**From:** Vaughan Sutton [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 06 November 2014 07:55  
**To:** Chester Neil  
**Cc:** Wilson Tony (Planning); Gavin Wicks; Alex Gardner; De Cani Richard (CORP)  
**Subject:** RE: FW: Discussion about next steps

Neil

Yes, that's fine. Could we say between 12:00 and 13:00 for a catch-up / discussion?

Regards

Vaughan

**Vaughan Sutton**

Director

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

t [REDACTED] d [REDACTED]  
f +44 20 7755 3671 m [REDACTED]

[www.arup.com](http://www.arup.com)

---

**From:** Chester Neil [mailto: [REDACTED]]  
**Sent:** 05 November 2014 18:46  
**To:** Vaughan Sutton; De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Gavin Wicks; Alex Gardner  
**Subject:** Re: FW: Discussion about next steps

Vaughan - can we see/ discuss what is emerging on Friday please? We need to be sure its answering the questions.

Thanks.

---

**From:** Vaughan Sutton [mailto: [REDACTED]]  
**Sent:** Wednesday, November 05, 2014 06:44 PM GMT Standard Time  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Chester Neil; Gavin Wicks < [REDACTED] > Alex Gardner < [REDACTED] >  
**Subject:** Re: FW: Discussion about next steps

Richard

Will do.

Regards

Vaughan

Vaughan –can you provide a commentary on the criticisms of the TA – in particular the point about not assessing visitor nos. I want to go back with a full and detailed rebuttal and need to do this early next week. I need extracts from the TA and references to all of the scenarios we have assessed. We need to really nail this point by going back with a very comprehensive response.

Can you get me a note by cop Monday pls ?

Thanks Richard

---

**From:** Guy Perricone [mailto: [REDACTED]]  
**Sent:** 04 November 2014 17:12  
**To:** De Cani Richard (CORP)  
**Cc:** Bee Emmott  
**Subject:** RE: Discussion about next steps

Dear Richard,

Apologies for the delay in replying – it has taken some time to get the views of our team together. A letter in reply to your letter of last week is attached (hard copy to follow by post). As you will see, we do still have some concerns, but we remain ready to meet, if you wish to do so.

I'll look forward to hearing back from you in due course.

Regards  
Guy

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 03 November 2014 16:56  
**To:** Guy Perricone  
**Cc:** Bee Emmott  
**Subject:** Discussion about next steps

Guy – we are fast approaching a committee date for the Westminster planning committee and we would like to be able to address your concerns if at all possible. We have already offered commitments to the Middle Temple and at this stage it isn't clear whether these are accepted or you remain in a position of opposition to the Garden Bridge.

I wrote to you over a week ago with a response to your earlier letter and we would be very happy to meet again to discuss the points you have raised and whether there is any prospect of addressing them. I have always thought it is beneficial if we can address any issues before we get to committee and we are committing to doing as much as we can to addressing your concerns – if we can find a way forward.

Many thanks  
Richard

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wainberg Simon](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Parr Billy](#)  
**Cc:** [Mark Morris](#); [Paul Couchman](#); [Marjan Gholamalipour](#); ["Bee Emmott"](#)  
**Subject:** RE: Garden Bridge - budget  
**Date:** 06 December 2013 08:40:35

---

Understood on the Opportunities Listing.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 06 December 2013 08:29  
**To:** Mike Glover; Wainberg Simon; Wilson Tony (Planning); Chester Neil; Parr Billy  
**Cc:** Mark Morris; Paul Couchman; Marjan Gholamalipour; 'Bee Emmott'  
**Subject:** RE: Garden Bridge - budget

Just to be clear on my item 2 – it was more of a paper to put to the trust which identifies opportunities for savings but is intended to draw out their sensitivity to each individual items – so the point about materials etc is a good example – needs to be simple

For example - a general point I had was the width of the bridge at its widest point and to what extent this is driven by the structural solution or the desire for a “thick park” or ped flows – is there an option for example where we reduce the width of the bridge at the widest points from say 30 to 20m – is this realistic and if so what scale of cost saving opportunity is there ?

Also – separating out the podium structure on the south and doing a separate commercial deal that delivers what we need but also creates the commercial space to fund the investment – a problem with coin street we know but something to consider

It is these kind of opportunities we need to flush out – but only if they are realistic

So I would almost see it as a table with something as simple as:

Opportunity

Eg, make the bridge narrower (using my example which may not be possible)

Potential scale of savings reduction

Up to 10m

Impact on vision

Smaller park area but overall, vision in tact

Risks

Ped flow capacity etc etc

Further work needed to flush this out

.....

Agreed action

Yes/no....

Mike –if you can take the lead on doing this with Tony/Neil and Billys input – Simon is not around very much and I am back on the stand from Monday until xmas so out of the picture

Thanks Richard

---

**From:** Mike Glover [<mailto:> [REDACTED]]  
**Sent:** 06 December 2013 08:08  
**To:** Wainberg Simon  
**Cc:** Mark Morris; Paul Couchman; Marjan Gholamalipour; De Cani Richard (CORP); Wilson Tony (Planning); 'Bee Emmott'  
**Subject:** RE: Garden Bridge - budget  
**Importance:** High

Simon,

I attach the latest version of Paul's spreadsheet to act as our script.

Budget through to April 2015 Spreadsheet

I'll review items 1 to 3, ie Design and planning, Tender and contract Award and Client Contracts to secure site. Can you deal with the other items 4 to 10, particularly items 4 and 5, ie Real estate costs and Third party costs.

Garden Bridge Budget Spreadsheet

I'll review with Mark the capital cost and risk items. Can you please review the VAT and Inflation items.

Trends

In addition to Paul's items, I'll prepare a Trend Register with Mark, to list out the potential cost changes that we can foresee. This will in part address item 2 of Richard's e-mail below.

Suggest you give me a ring later today to discuss ways and means.

Best Regards

Mike

---

**From:** Mike Glover  
**Sent:** 05 December 2013 18:22  
**To:** 'De Cani Richard (CORP)'; Wainberg Simon; Wilson Tony (Planning); 'Bee Emmott'  
**Subject:** RE: Garden Bridge - budget

Richard,

- We I will take the lead on items 1 and 2.

- We can offer a format for item 3.
- We will see what can be done for item 4 over the next few days.

I must also emphasise that a vital ingredient of cost management is to advise the Client of costs trends as early as possible so that decisions can be made to accept, or reject or mitigate them; they are not prima facie increases in the budget. An important principle which is not always understood.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 05 December 2013 17:43  
**To:** Wainberg Simon; Mike Glover; Wilson Tony (Planning); 'Bee Emmott'  
**Subject:** FW: Garden Bridge - budget

All – there are a couple of things in this email –some for TfL and some for the Trust really – I have emailed Paul back separately on this

In terms of what we have agreed to do – I see it as the following

1. Produce a revised cost schedule for the bridge – using the format we have to date but including the elements we discussed at the meeting. Mike are you able to lead on this with Simon's input please –can we do this for Tuesday please
2. To produce a short paper on opportunities for savings – Mike again if you could start this and then review with Simon and Tony and others. Some are design changes, procurement/delivery opportunities, fund raising type opportunities etc etc – a list of options that the Trust can choose which ones they would like to pursue – along with a potential scale of saving opportunity –can we do this for Tuesday please
3. We need a regular cost report which includes a change management process. This isn't our job to do this it is the Trusts but we can help Bee do this. It will include the elements from above but we need a standard format for reporting to the Board – I am having a look at what else we have got
4. We talked about the QRA at the meeting and agreed we would do this – so this needs to be arranged but clearly wont happen before the board meeting

Any problems please shout

Thanks

Richard

---

**From:** paul morrell [mailto: [REDACTED]]  
**Sent:** 04 December 2013 23:09  
**To:** 'Mike Glover'; De Cani Richard (CORP)  
**Cc:** Emmott, Bee; 'Thomas Heatherwick'  
**Subject:** Garden Bridge - budget

Mike, Richard

We now turn our minds to the next challenges of the project, the first of which is cost.

You will appreciate there will be considerable discomfort on the part of the other Trustees to learn that the £150m estimate doesn't cover everything that's currently contemplated (I don't think anyone involved in that rather fraught discussion re cupro-nickel at the last Trustees meeting realised that the budget didn't cover it anyway); and it is a bit alarming that (particularly in respect of costs off the bridge itself) the figures seem to move in one direction when probed.

On a quick review, as at yesterday's meeting, I think we got to a total of say £170m, as follows:-

	£m
1. Estimate as at Stage C report	150.00
2. Add "opportunities" saving – effectively the cost of the cupro-nickel finish	+ 10.00
3. Additional costs for strengthening Temple Station roof	+ 2.00
4. Utilities diversion/replacement, with installation of lifts above Temple Station	+ 2.00
5. Increased cost of south landing building, say	+ 5.00
6. Additional cost of relocating HQS Wellington	<u>+ 0.50 *</u>
7. Revised total, say	<u>£170.00</u>

I think the two obvious questions are:-

(1) Is this the sum total of additional allowances that need to be made to give us a complete costing for the project, including realistic allowances for risk? And in that context, has a quantified risk analysis been run by the cost team? Even as we spoke, I got the impression that the work required to relocate the Wellington is unlikely to be contained within an additional £500k – even ignoring possible risks associated with the condition of the ship.

2. As we can't simply watch the cost go up, and have now gone public with a figure of £150m (because I did not have sufficient confidence in the figures to quote the suggested range of £120-150m, implying a possibility of it being significantly less than £150m, but little possibility of it being more), there is clearly embarrassment in having to go back with a higher figure, and there is also a credibility issue for the Trustees – so what savings can be made to get us back to the published figure?

I would therefore ask for both of these questions to be reviewed – and I feel that we also need additional detail than provided to date, to make sure that all of the things listed in my template (updated as necessary) are covered, with figures provided on a line-by-line basis. The only exclusions of which I'm currently aware are the operating costs of the Trust itself (which could add say £4m up to the point of the bridge opening); and I don't believe there is any provision for the costs of fund-raising either.

We also need to agree a change management procedure, and the discipline of regular cost reports, so that we know that we have control of the number hereafter. I think we're already pretty well at the limit of what can be raised for capital expenditure – and it seems pretty clear that the one hope I had (which is that we might keep within the limit of £150m by securing a VAT exemption) is looking increasingly unlikely.

We absolutely must get this done in advance of the next meeting of the Trustees on morning of Thursday 12<sup>th</sup>. Although it would be ideal to get something out with the papers, I imagine that it might take most of the time available between now and the meeting to complete it. I will therefore simply give a warning of the expected overspend in the papers to the Trustees, with the detail to follow – and, if necessary, to be tabled at the meeting.

Nor, I am afraid can I make the meeting you have suggested. I have stuff to do re fundraising, the short-term programme and much besides, as well as obligations to others, and I simply don't have time for the constant round of meetings that is being presented to me. I would certainly like to see



something before its tabled (by say midday Tuesday, to give me a bit of time to comment and then for us to turn around any necessary revisions?), and would be happy to discuss it over the phone; but in the meantime it has to be a consultant/PM team task.

The same point applies to the soffit material: what is the recommendation, and how does it reconcile with the budget?

Finally, I am copying this to Thomas, as this has to be a collaborative effort; and it will not be impressive if any part of the discussion at the Trustees meeting is an open disagreement between team members as to what can/should be done.

P

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**From:** [Mike Glover](#)  
**To:** [paul morrell](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Emmott, Bee](#); ["Thomas Heatherwick"](#)  
**Subject:** RE: Garden Bridge - budget  
**Date:** 05 December 2013 09:23:33

---

Paul,  
Your concerns noted.

Our paper on the soffit material which we will issue tomorrow will address the Cu/Ni cost issue, and its cost relative to the budget

As to the other items, which as I said on Tuesday are Trends and hence an early warning of escalating costs; they can in many cases be mitigated or deleted, eg the current south landing building design can be revisited and greater certainty on the robustness of the Temple Station Roof determined.

I have suggested that we meet on Monday to go through all trends, including the risk allowances, so that a balanced report can be given to the Trustees. Do you have a time that would suit you?

Regards  
Mike

---

**From:** paul morrell [mailto:████████████████████]  
**Sent:** 04 December 2013 23:09  
**To:** Mike Glover; Richard De Cani  
**Cc:** Emmott, Bee; 'Thomas Heatherwick'  
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---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** RE: Garden Bridge - budget  
**Date:** 06 December 2013 10:42:35

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Richard,

Agreed, we have asked for that study, ie 1m off each side, and still pursuing with HS. We will get there!!

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 06 December 2013 09:12  
**To:** Mike Glover  
**Subject:** Re: Garden Bridge - budget

But what about a bit narrower say ? What is the relationship with cost for every 1m width shaved off - so the principles of a wider bit remain. So if every meter less on the bulge saved you half a million for example - then it is easy to look at 30m vs 26m

---

**From:** Mike Glover [mailto: [REDACTED]]  
**Sent:** Friday, December 06, 2013 09:01 AM  
**To:** De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge - budget

Richard,

A private note.

On the specific opportunity you describe, the plan geometry is entirely architectural, and derives directly from the concept of a "tree" with branches radiating out in all directions. Structurally and constructionally, narrow is good but it would strike at the very heart of the architecture, imagery and geometry of the bridge.

At a less radical level we have challenged the lack of symmetry of the bridge with some success, but if we were seeking structural efficiency the geometry would be much more linear. It would be a different design, with much less emphasis on a radial geometry.

So I think I'm saying if you think the exchange of views on concrete at the last Board Mtg was interesting, this one would be at least it's equal!!! It would need very careful handling. More than happy to discuss with you.

Regards

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 06 December 2013 08:29  
**To:** Mike Glover; Wainberg Simon; Wilson Tony (Planning); Chester Neil; Parr Billy  
**Cc:** Mark Morris; Paul Couchman; Marjan Gholamalipour; 'Bee Emmott'  
**Subject:** RE: Garden Bridge - budget

Just to be clear on my item 2 – it was more of a paper to put to the trust which identifies opportunities for savings but is intended to draw out their sensitivity to each individual items – so the point about materials etc is a good example – needs to be simple

For example - a general point I had was the width of the bridge at its widest point and to what extent this is driven by the structural solution or the desire for a "thick park" or ped flows – is there an option for example where we reduce the width of the bridge at the widest points from say 30 to 20m – is this realistic and if so what scale of cost saving opportunity is there ?

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Opportunity

Eg, make the bridge narrower (using my example which may not be possible)

Potential scale of savings reduction

Up to 10m

Impact on vision

Smaller park area but overall, vision in tact

Risks

Ped flow capacity etc etc

Further work needed to flush this out

.....

Agreed action

Yes/no....

Mike –if you can take the lead on doing this with Tony/Neil and Billys input – Simon is not around very much and I am back on the stand from Monday until xmas so out of the picture

Thanks Richard

---

**From:** Mike Glover [<mailto:> [REDACTED]]  
**Sent:** 06 December 2013 08:08  
**To:** Wainberg Simon

**Cc:** Mark Morris; Paul Couchman; Marjan Gholamalipour; De Cani Richard (CORP); Wilson Tony (Planning); 'Bee Emmott'  
**Subject:** RE: Garden Bridge - budget  
**Importance:** High

Simon,

I attach the latest version of Paul's spreadsheet to act as our script.

Budget through to April 2015 Spreadsheet

I'll review items 1 to 3, ie Design and planning, Tender and contract Award and Client Contracts to secure site. Can you deal with the other items 4 to 10, particularly items 4 and 5, ie Real estate costs and Third party costs.

Garden Bridge Budget Spreadsheet

I'll review with Mark the capital cost and risk items. Can you please review the VAT and Inflation items.

Trends

In addition to Paul's items, I'll prepare a Trend Register with Mark, to list out the potential cost changes that we can foresee. This will in part address item 2 of Richard's e-mail below.

Suggest you give me a ring later today to discuss ways and means.

Best Regards

Mike

---

**From:** Mike Glover  
**Sent:** 05 December 2013 18:22  
**To:** 'De Cani Richard (CORP)'; Wainberg Simon; Wilson Tony (Planning); 'Bee Emmott'  
**Subject:** RE: Garden Bridge - budget

Richard,

- We I will take the lead on items 1 and 2.
- We can offer a format for item 3.
- We will see what can be done for item 4 over the next few days.

I must also emphasise that a vital ingredient of cost management is to advise the Client of costs trends as early as possible so that decisions can be made to accept, or reject or mitigate them; they are not prima facie increases in the budget. An important principle which is not always understood.

Regards

Mike

---

**From:** De Cani Richard (CORP) [<mailto:> [REDACTED]]  
**Sent:** 05 December 2013 17:43  
**To:** Wainberg Simon; Mike Glover; Wilson Tony (Planning); 'Bee Emmott'

**Subject:** FW: Garden Bridge - budget

All – there are a couple of things in this email –some for TfL and some for the Trust really – I have emailed Paul back separately on this

In terms of what we have agreed to do – I see it as the following

1. Produce a revised cost schedule for the bridge – using the format we have to date but including the elements we discussed at the meeting. Mike are you able to lead on this with Simon’s input please –can we do this for Tuesday please
2. To produce a short paper on opportunities for savings – Mike again if you could start this and then review with Simon and Tony and others. Some are design changes, procurement/delivery opportunities, fund raising type opportunities etc etc – a list of options that the Trust can choose which ones they would like to pursue – along with a potential scale of saving opportunity –can we do this for Tuesday please
3. We need a regular cost report which includes a change management process. This isn’t our job to do this it is the Trusts but we can help Bee do this. It will include the elements from above but we need a standard format for reporting to the Board – I am having a look at what else we have got
4. We talked about the QRA at the meeting and agreed we would do this – so this needs to be arranged but clearly wont happen before the board meeting

Any problems please shout

Thanks  
Richard

---

**From:** paul morrell [mailto:████████████████████]  
**Sent:** 04 December 2013 23:09  
**To:** 'Mike Glover'; De Cani Richard (CORP)  
**Cc:** Emmott, Bee; 'Thomas Heatherwick'  
**Subject:** Garden Bridge - budget

Mike, Richard

We now turn our minds to the next challenges of the project, the first of which is cost.

You will appreciate there will be considerable discomfort on the part of the other Trustees to learn that the £150m estimate doesn’t cover everything that’s currently contemplated (I don’t think anyone involved in that rather fraught discussion re cupro-nickel at the last Trustees meeting realised that the budget didn’t cover it anyway); and it is a bit alarming that (particularly in respect of costs off the bridge itself) the figures seem to move in one direction when probed.

On a quick review, as at yesterday’s meeting, I think we got to a total of say £170m, as follows:-

	£m
1. Estimate as at Stage C report	150.00
2. Add “opportunities” saving – effectively the cost of the cupro-nickel finish	+ 10.00
3. Additional costs for strengthening Temple Station roof	+ 2.00
4. Utilities diversion/replacement, with installation of lifts above Temple Station	+ 2.00
5. Increased cost of south landing building, say	+ 5.00
6. Additional cost of relocating HQS Wellington	<u>+ 0.50 *</u>

7. Revised total, say

£170.00

I think the two obvious questions are:-

(1) Is this the sum total of additional allowances that need to be made to give us a complete costing for the project, including realistic allowances for risk? And in that context, has a quantified risk analysis been run by the cost team? Even as we spoke, I got the impression that the work required to relocate the Wellington is unlikely to be contained within an additional £500k – even ignoring possible risks associated with the condition of the ship.

2. As we can't simply watch the cost go up, and have now gone public with a figure of £150m (because I did not have sufficient confidence in the figures to quote the suggested range of £120-150m, implying a possibility of it being significantly less than £150m, but little possibility of it being more), there is clearly embarrassment in having to go back with a higher figure, and there is also a credibility issue for the Trustees – so what savings can be made to get us back to the published figure?

I would therefore ask for both of these questions to be reviewed – and I feel that we also need additional detail than provided to date, to make sure that all of the things listed in my template (updated as necessary) are covered, with figures provided on a line-by-line basis. The only exclusions of which I'm currently aware are the operating costs of the Trust itself (which could add say £4m up to the point of the bridge opening); and I don't believe there is any provision for the costs of fund-raising either.

We also need to agree a change management procedure, and the discipline of regular cost reports, so that we know that we have control of the number hereafter. I think we're already pretty well at the limit of what can be raised for capital expenditure – and it seems pretty clear that the one hope I had (which is that we might keep within the limit of £150m by securing a VAT exemption) is looking increasingly unlikely.

We absolutely must get this done in advance of the next meeting of the Trustees on morning of Thursday 12<sup>th</sup>. Although it would be ideal to get something out with the papers, I imagine that it might take most of the time available between now and the meeting to complete it. I will therefore simply give a warning of the expected overspend in the papers to the Trustees, with the detail to follow – and, if necessary, to be tabled at the meeting.

Nor, I am afraid can I make the meeting you have suggested. I have stuff to do re fundraising, the short-term programme and much besides, as well as obligations to others, and I simply don't have time for the constant round of meetings that is being presented to me. I would certainly like to see something before its tabled (by say midday Tuesday, to give me a bit of time to comment and then for us to turn around any necessary revisions?), and would be happy to discuss it over the phone; but in the meantime it has to be a consultant/PM team task.

The same point applies to the soffit material: what is the recommendation, and how does it reconcile with the budget?

Finally, I am copying this to Thomas, as this has to be a collaborative effort; and it will not be impressive if any part of the discussion at the Trustees meeting is an open disagreement between team members as to what can/should be done.

P

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [REDACTED] [Taylor-Ray Judy](#)  
**Subject:** RE: Garden Bridge - Commercial in Confidence  
**Date:** 03 July 2013 08:29:27

---

Richard

Glad to meet at our offices and agreed end of next week (Thursday/Friday) would fit best.

Looking forward to it.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 03 July 2013 08:03  
**To:** Mike Glover  
**Cc:** [REDACTED] Taylor-Ray Judy  
**Subject:** RE: Garden Bridge - Commercial in Confidence

Mike

As discussed last night I would like to meet with you next week and to introduce Philomena Gibbons from the Wellcome Trust to discuss some ideas for Temple station and some work we would like you to do.

Happy to come to your offices (you are a short walk from Wellcome) and I will ask my PA Judy to arrange a convenient time for all- more likely towards the end of next week.

Many thanks Richard

\*\*\*\*\*

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Wilson Tony \(Planning\)](#); ["Francis Archer"](#); ["Mike Glover"](#)  
**Cc:** ["Marjan Gholamalipour"](#); [Chester Neil](#); [Sumner Gareth](#)  
**Subject:** RE: Garden Bridge - Copper Nickel  
**Date:** 03 April 2014 17:57:00

---

We have got to get this sorted – Thomas had a sample yesterday which he showed the Leader of Lambeth which was different again !

We need evidence of what this material will look like

On day 1  
In year 3  
In year 5  
In year 20 (or whatever years the planners want)

We need clear evidence of the effect of water, damage, algae growth etc etc

Needs to be dead simple, unambiguous and hopefully very accurate !

Thanks Richard

---

**From:** Wilson Tony (Planning)  
**Sent:** 03 April 2014 14:18  
**To:** 'Francis Archer'; 'Mike Glover'  
**Cc:** 'Marjan Gholamalipour'; Chester Neil; Sumner Gareth; De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge - Copper Nickel

Francis/Mike

Thanks for this. I appreciate it is a work in progress and progress may have moved on in the few days since you sent this version, but as things stand there are still several areas outstanding where we need a better understanding of the performance of Cupro-Nickel. In particular the planning application will need to provide solid evidence to the planning authorities of the appearance of the material, at various points in its lifecycle, and comfort that it can be readily maintained and kept in good condition including in those areas likely to be damaged by vandals and ships.

Some outstanding questions that both we and they will want answers to include:

- what colour will it be on day one? The draft note says it will be “light brown/pink” initially, but it is unclear to us exactly what colour this implies
- it will change to “dark brown” “relatively quickly” – how dark, how quickly?
- the finish is “likely” to be shot peened – when will we know, when will we see a sample of it, who needs to approve the finish, what impact does the choice of finish have on the other questions here?
- can we find any example anywhere of this material weathered for a long period?
- can we see the 5 year sample? What finish is it? Looks very dull in the picture (it is accepted this may be misleading hence we’d like to see samples in the flesh)
- the photo of the Morecombe Bay oil rig which is suggested is what the bridge will look like doesn’t instil great comfort and is not like the visualisations prepared

- for planning, it is green above the water line and algae in the splash zone (though admittedly it is hard to tell in a single small photo) – this discrepancy with the application visuals will ring alarm bells
- we need to see photos/samples of welded joints
  - we need to see pictures of patched repair work
  - can we see what happens when repairs are effected after etching vandalism and ship scuffs? How are repairs in the intertidal area actually undertaken? (e.g. from scaffold? from vessel? repairable within a single tide? impact on river navigation when working on the piers/soffit?)
  - on exposed vulnerable areas which are likely to be vandalised, what will a patchwork of repairs look like? How many times can etching damage be abraded and blasted before we get through the 2mm of Cu-Ni to steel?
  - we need material samples including new, year 1-5, and weathered (year 10+)

Hopefully things have already progressed since that issue of the note but can you please provide further comfort on these points including some samples in the next week?

Regards,  
Tony

**Tony Wilson | Transport Planning Manager**  
**TfL Planning, Transport for London**

T: [REDACTED] Auto: [REDACTED] E: [REDACTED]  
A: 10th Floor, Windsor House, 42-50 Victoria Street,  
London SW1H 0TL

---

**From:** Francis Archer [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 28 March 2014 17:37  
**To:** Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour  
**Subject:** Garden Bridge - Copper Nickel

Tony

Draft of this “summary note” for your comments/ information.

This will be included as an appendix to our global “Design Report” which we hope to get out to you next week.

Best regards – and have a good week end

Francis

**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Chester Neil](#); [Francis Archer](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Marjan Gholamalipour](#); [Sumner Gareth](#); [Teuma Marisa](#); [Simon Cardwell](#); [Tristram Carfrae](#)  
**Subject:** RE: Garden Bridge - Copper Nickel  
**Date:** 04 April 2014 21:57:02

---

Richard,  
Understood and hence the haste – we have a good story to explain what is intended and practically all the physical parts are in place to support it.

Appreciate your support in recognising how novel this work is; we are nearly there despite the hurdles.

Regards  
Mike

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 04 April 2014 21:51  
**To:** Mike Glover; Chester Neil; Francis Archer; Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour; Sumner Gareth; Teuma Marisa; Simon Cardwell; Tristram Carfrae  
**Subject:** Re: Garden Bridge - Copper Nickel

Thanks for being so quick. We do need to convince planners of the material - it is novel so this means extra work.

Richard

---

**From:** Mike Glover [mailto: [REDACTED]]  
**Sent:** Friday, April 04, 2014 09:09 PM  
**To:** Chester Neil; De Cani Richard (CORP); Francis Archer < [REDACTED] > Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour < [REDACTED] > Sumner Gareth; Teuma Marisa; Simon Cardwell < [REDACTED] >; Tristram Carfrae < [REDACTED] >  
**Subject:** RE: Garden Bridge - Copper Nickel

Neil,  
I'll send out a meeting organiser. Please advise who will attend from TfL, clearly you, Marisa and Tony.  
Regards

---

**From:** Chester Neil [mailto: [REDACTED]]  
**Sent:** 04 April 2014 21:05  
**To:** Mike Glover; De Cani Richard (CORP); Francis Archer; Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour; Sumner Gareth; Teuma Marisa; Simon Cardwell; Tristram Carfrae  
**Subject:** Re: Garden Bridge - Copper Nickel

Yes, I can make myself available. Its during our app doc review but I'm sure Marisa will do her best to be available too. Thanks.

---

**From:** Mike Glover [mailto: [REDACTED]]  
**Sent:** Friday, April 04, 2014 09:01 PM GMT Standard Time  
**To:** Chester Neil; De Cani Richard (CORP); Francis Archer < [REDACTED] > Wilson Tony

(Planning)

**Cc:** Marjan Gholamalipour <[REDACTED]> Sumner Gareth; Teuma Marisa;  
Simon Cardwell <[REDACTED]>; Tristram Carfrae <[REDACTED]>  
**Subject:** RE: Garden Bridge - Copper Nickel

Neil,

I know that Francis can't make Tuesday, so can I suggest Wednesday say 11.00 at Arup office?

Regards

Mike

---

**From:** Chester Neil [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 04 April 2014 20:58  
**To:** Mike Glover; De Cani Richard (CORP); Francis Archer; Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour; Sumner Gareth; Teuma Marisa; Simon Cardwell; Tristram Carfrae  
**Subject:** Re: Garden Bridge - Copper Nickel

I can't make Monday but Tuesday would suit. Best at a time after 11am.

---

**From:** Mike Glover [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Friday, April 04, 2014 08:54 PM GMT Standard Time  
**To:** Chester Neil; De Cani Richard (CORP); Francis Archer <[REDACTED]> Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour <[REDACTED]> Sumner Gareth; Teuma Marisa; Simon Cardwell <[REDACTED]>; Tristram Carfrae <[REDACTED]>  
**Subject:** RE: Garden Bridge - Copper Nickel

Neil

Agreed. Soonest is best, so provided I can get the Arup people together, why don't we have a preliminary run through the presentation on Monday pm at say 3.30pm.

Regards

Mike

---

**From:** Chester Neil [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 04 April 2014 20:30  
**To:** Mike Glover; De Cani Richard (CORP); Francis Archer; Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour; Sumner Gareth; Teuma Marisa  
**Subject:** Re: Garden Bridge - Copper Nickel

Thanks Mike. Suggest you give that presentation to us first as a rehearsal! We can't afford to get this wrong. All the questions Tony raised and discussed today will need coherent and convincing answers. Marisa and I have been those thorough planners in past lives so we can usefully think like them.

Thanks.

Neil

---

**From:** Mike Glover [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Friday, April 04, 2014 08:03 PM GMT Standard Time  
**To:** De Cani Richard (CORP); Francis Archer <[REDACTED]> Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour <[REDACTED]> Chester Neil; Sumner Gareth

**Subject:** RE: Garden Bridge - Copper Nickel

Richard,  
I like your style!

As I explained today (and illustrated by photos) , we have samples which describe the colour for:


- Ex-fabrication (call it year 1) –pinkish brown
- Year 2 – orange brown
- Year 5 - brown

My reference to “wing-it” was to the demand for longer term samples, which are just not available - nothing else. We have sufficient circumstantial evidence to show that these alloys stabilise with time, hence Year 5 represents a reasonable specimen for the longer term.

Suggest we invite the LBC planners to our office and show them the samples and explain the process of manufacture and then agree with them what they need to close the issue in their mind – or is that too simple? Please advise.

Best Regards  
Mike

---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 04 April 2014 19:37  
**To:** Francis Archer; Wilson Tony (Planning)  
**Cc:** Marjan Gholamalipour; Chester Neil; Sumner Gareth; Mike Glover  
**Subject:** Re: Garden Bridge - Copper Nickel

Francis - no it doesn't.

I was quite clear with Mike today what we need - we cannot "wing it" as suggested by Arup but need to provide clear evidence to the planning authorities on the material from day 1, year 2/3 and year 5 (at which point we were told clearly it will stabilise). We were also told that the texture/pattern is more difficult to show for day 1 and year 2/3 but we have it for year 5 (stabilisation).

So for this I am expecting 3 samples:

Day 1  
Year 2/3  
Year 5 - stabilised and showing the pattern

Clearly it would be better to have the pattern for years 1 and 2/3.

I also need real examples of what will happen in various scenarios of damage and replacement etc

To do our job properly we need arup to provide this material and evidence ASAP - otherwise it is a threat to the submission date.

I am sorry to be so direct about it but we shouldn't have got to this stage without this information. I don't want a detailed commentary back - I just want the answers !

Thanks Richard

---

**From:** Francis Archer [<mailto:> ██████████]  
**Sent:** Friday, April 04, 2014 11:08 AM  
**To:** Wilson Tony (Planning); De Cani Richard (CORP)  
**Cc:** Marjan Gholamalipour <██████████> Chester Neil; Sumner Gareth; Mike Glover <██████████>  
**Subject:** RE: Garden Bridge - Copper Nickel

Tony / Richard

Return comments in blue italics below on your email of april 3<sup>rd</sup> Tony

Trust this helps answer your email of yesterday Richard?

Thanks

Francis

**From:** Wilson Tony (Planning) [<mailto:> ██████████]  
**Sent:** 03 April 2014 14:18  
**To:** Francis Archer; Mike Glover  
**Cc:** Marjan Gholamalipour; Chester Neil; Sumner Gareth; De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge - Copper Nickel

Francis/Mike

Thanks for this. I appreciate it is a work in progress and progress may have moved on in the few days since you sent this version, but as things stand there are still several areas outstanding where we need a better understanding of the performance of Cupro-Nickel. In particular the planning application will need to provide solid evidence to the planning authorities of the appearance of the material, at various points in its lifecycle, and comfort that it can be readily maintained and kept in good condition including in those areas likely to be damaged by vandals and ships.

Some outstanding questions that both we and they will want answers to include:

- what colour will it be on day one? The draft note says it will be "light brown/pink" initially, but it is unclear to us exactly what colour this implies

*On many of the sample we have one can see the "raw" material colour- ie the colour when all oxides and other surface chemicals are taken off. This has a slight pink tinge. This is the colour it will be on the last day that it is worked on, but the opening day of the bridge is more than 1 year from this date and the colour will have changed. We have samples that are reported to be somewhere between 6 months and 2 years old after being this raw colour which are representative of the colour at the opening date. They are light brown and have lost the pink tinge. We are seeking clarification on the precise nature of the exposure conditions for these samples.*

*We also have a sample which has been exposed to external conditions in Germany for what is reported to be about 4 years - this is a sample from a piece of large pipe stored horizontally in the open air. The external face which was exposed directly to rain and much dirt is a brown colour, however the internal face is still a light brown colour, and very similar to the other samples mentioned above.*

*We do not have any samples of the material weathered longer than this.*

- it will change to "dark brown" "relatively quickly" – how dark, how quickly?



*On the basis of the relatively severely exposed 4 year sample mentioned above we anticipate that the darkening will take place over a period of 10 years and then stabilise.*

- the finish is "likely" to be shot peened – when will we know, when will we see a sample of it, who needs to approve the finish, what impact does the choice of finish have on the other questions here?

*HS have made it clear now that they do not want the peened finish- but that they would like to achieve the "off roller" speckled finish that our 5 mm plate samples have. We are investigating how we can achieve this in the bonded plate.*

- can we find any example anywhere of this material weathered for a long period?

*No*

- can we see the 5 year sample? What finish is it? Looks very dull in the picture (it is accepted this may be misleading hence we'd like to see samples in the flesh)

The sample is in our office, and can be viewed there alongside the other samples we have of bonded and solid CuNi plates

- the photo of the Morecombe Bay oil rig which is suggested is what the bridge will look like doesn't instil great comfort and is not like the visualisations prepared for planning, it is green above the water line and algae in the splash zone (though admittedly it is hard to tell in a single small photo) – this discrepancy with the application visuals will ring alarm bells

*We should remove this image as it is misleading- however there will certainly be a visually noticeable splash zone / tidal zone, and we have instructed David Edge to try and get this clear in the visualisations.*

- we need to see photos/samples of welded joints

*We are seeking to source these through William Hare.*

- we need to see pictures of patched repair work

*There are many types of repair work described - the welds we get will give an idea of what major repair welds will look like - however to do colour matching as we propose on graffiti cleaned weathered surfaces specialist patination is required which would require time and more larger samples, which at this stage is not feasible to produce.*

- can we see what happens when repairs are effected after etching vandalism and ship scuffs? How are repairs in the intertidal area actually undertaken? (e.g. from scaffold? from vessel? repairable within a single tide? impact on river navigation when working on the piers/soffit?)

*See above for vandalism. For pier zone repairs this is unlikely to affect navigation channels - and if so would require a pilot boat and PLA permissions.*

- on exposed vulnerable areas which are likely to be vandalised, what will a patchwork of repairs look like? How many times can etching damage be abraded and blasted before we get through the 2mm of Cu-Ni to steel?

*The material itself is hardly affected in the cleaning process - so it is judged that cleaning of graffiti could happen hundreds of times before any chance of penetrating the 2 mm.- this judgements needs some further testing- but if we find there is a risk it can be locally increased in thickness.*

- we need material samples including new, year 1-5, and weathered (year 10+)

*As explained above we have samples for the periods you mention, except for weathered 10+, which we have not been able to source.*

Hopefully things have already progressed since that issue of the note but can you please provide further comfort on these points including some samples in the next week?

Regards,  
Tony

Tony Wilson | Transport Planning Manager  
TfL Planning, Transport for London  
T: [REDACTED] Auto: [REDACTED] E: [REDACTED]  
A: 10th Floor, Windsor House, 42-50 Victoria Street,  
London SW1H 0TL

From: Francis Archer [mailto:[REDACTED]]  
Sent: 28 March 2014 17:37  
To: Wilson Tony (Planning)  
Cc: Marjan Gholamalipour  
Subject: Garden Bridge - Copper Nickel

Tony

Draft of this "summary note" for your comments/ information.

This will be included as an appendix to our global "Design Report" which we hope to get out to you next week.

Best regards – and have a good week end

Francis

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Tristram Carfrae](#)  
**Subject:** RE: Garden Bridge - Copper Nickel  
**Date:** 07 April 2014 07:56:00

---

Tristram – I think we are being pretty clear about what we need to submit with our planning application. If this really is so unusual and novel then we run the risk of being premature in promoting such extensive use of it in such a prominent site. I am afraid once we formally submit, the planning officers will not be sympathetic to us on this and will not appreciate ambiguity – if we are not ready, they will throw it out and tell us to come back later once we can demonstrate what we are applying for planning permission for !

Can we not do some laboratory tests on the material to give the desired effects to be able to demonstrate colour/finish now and in the future ?

Thanks Richard

---

**From:** Tristram Carfrae [mailto:████████████████████]  
**Sent:** 07 April 2014 07:51  
**To:** De Cani Richard (CORP)  
**Subject:** Re: Garden Bridge - Copper Nickel

Thanks Richard.

I am on to it but we really are constrained by what is available. We are unable to emulate weathering in the short term but are confident that our pipe samples represent the long term colour.

It is also worth noting that the pipes are the same colour on top and underneath so the patina appears to be oxidation not driven by weathering and should be pretty uniform for the bridge as a whole.

Regards

Tristram

Tristram Carfrae  
Deputy Chairman

Arup  
13 Fitzroy St London W1T 4BQ  
D. ██████████

On 4 Apr 2014, at 19:40, "De Cani Richard (CORP)" <[REDACTED]> wrote:

Tristram - we need some help with this from Arup please

Richard

---

**From:** De Cani Richard (CORP)  
**Sent:** Friday, April 04, 2014 07:37 PM  
**To:** [REDACTED] <[REDACTED]> Wilson Tony (Planning)  
**Cc:** [REDACTED] <[REDACTED]> Chester  
Neil; Sumner Gareth; [REDACTED] <[REDACTED]>  
**Subject:** Re: Garden Bridge - Copper Nickel

Francis - no it doesn't.

I was quite clear with Mike today what we need - we cannot "wing it" as suggested by Arup but need to provide clear evidence to the planning authorities on the material from day 1, year 2/3 and year 5 (at which point we were told clearly it will stabilise). We were also told that the texture/pattern is more difficult to show for day 1 and year 2/3 but we have it for year 5 (stabilisation).

So for this I am expecting 3 samples:

Day 1  
Year 2/3  
Year 5 - stabilised and showing the pattern

Clearly it would be better to have the pattern for years 1 and 2/3.

I also need real examples of what will happen in various scenarios of damage and replacement etc

To do our job properly we need arup to provide this material and evidence ASAP - otherwise it is a threat to the submission date.

I am sorry to be so direct about it but we shouldn't have got to this stage without this information. I don't want a detailed commentary back - I just want the answers !

Thanks Richard

---

**From:** Francis Archer [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Friday, April 04, 2014 11:08 AM  
**To:** Wilson Tony (Planning); De Cani Richard (CORP)  
**Cc:** Marjan Gholamalipour <[REDACTED]> Chester Neil; Sumner  
Gareth; Mike Glover <[REDACTED]>  
**Subject:** RE: Garden Bridge - Copper Nickel

Tony / Richard

Return comments in blue italics below on your email of april 3<sup>rd</sup> Tony  
Trust this helps answer your email of yesterday Richard?  
Thanks

Francis

**From:** Wilson Tony (Planning) [<mailto:> ██████████]  
**Sent:** 03 April 2014 14:18  
**To:** Francis Archer; Mike Glover  
**Cc:** Marjan Gholamalipour; Chester Neil; Sumner Gareth; De Cani Richard (CORP)  
**Subject:** RE: Garden Bridge - Copper Nickel

Francis/Mike

Thanks for this. I appreciate it is a work in progress and progress may have moved on in the few days since you sent this version, but as things stand there are still several areas outstanding where we need a better understanding of the performance of Cupro-Nickel. In particular the planning application will need to provide solid evidence to the planning authorities of the appearance of the material, at various points in its lifecycle, and comfort that it can be readily maintained and kept in good condition including in those areas likely to be damaged by vandals and ships.

Some outstanding questions that both we and they will want answers to include:

- what colour will it be on day one? The draft note says it will be "light brown/pink" initially, but it is unclear to us exactly what colour this implies

*On many of the sample we have one can see the "raw" material colour- ie the colour when all oxides and other surface chemicals are taken off. This has a slight pink tinge. This is the colour it will be on the last day that it is worked on, but the opening day of the bridge is more than 1 year from this date and the colour will have changed. We have samples that are reported to be somewhere between 6 months and 2 years old after being this raw colour which are representative of the colour at the opening date. They are light brown and have lost the pink tinge. We are seeking clarification on the precise nature of the exposure conditions for these samples.*

*We also have a sample which has been exposed to external conditions in Germany for what is reported to be about 4 years - this is a sample from a piece of large pipe stored horizontally in the open air. The external face which was exposed directly to rain and much dirt is a brown colour, however the internal face is still a light brown colour, and very similar to the other samples mentioned above.*

*We do not have any samples of the material weathered longer than this.*

- it will change to "dark brown" "relatively quickly" – how dark, how quickly?

*On the basis of the relatively severely exposed 4 year sample mentioned above we anticipate that the darkening will take place over a period of 10 years and then stabilise.*

- the finish is "likely" to be shot peened – when will we know, when will we see a sample of it, who needs to approve the finish, what impact does the choice of finish have on the other questions here?

*HS have made it clear now that they do not want the peened finish- but that they would like to achieve the "off roller" speckled finish that our 5 mm plate samples have. We are investigating how we can achieve this in the bonded plate.*

- can we find any example anywhere of this material weathered for a long period?

*No*

- can we see the 5 year sample? What finish is it? Looks very dull in the picture (it is accepted this may be misleading hence we'd like to see samples in the flesh)

The sample is in our office, and can be viewed there alongside the other samples we have of bonded and solid CuNi plates

- the photo of the Morecombe Bay oil rig which is suggested is what the bridge will look like doesn't instil great comfort and is not like the visualisations prepared for planning, it is green above the water line and algae in the splash zone (though admittedly it is hard to tell in a single small photo) – this discrepancy with the application visuals will ring alarm bells

*We should remove this image as it is misleading- however there will certainly be a visually noticeable splash zone / tidal zone, and we have instructed David Edge to try and get this clear in the visualisations.*

- we need to see photos/samples of welded joints

*We are seeking to source these through William Hare.*

- we need to see pictures of patched repair work

*There are many types of repair work described - the welds we get will give an idea of what major repair welds will look like - however to do colour matching as we propose on graffiti cleaned weathered surfaces specialist patination is required which would require time and more larger samples, which at this stage is not feasible to produce.*

- can we see what happens when repairs are effected after etching vandalism and ship scuffs? How are repairs in the intertidal area actually undertaken? (e.g. from scaffold? from vessel? repairable within a single tide? impact on river navigation when working on the piers/soffit?)

*See above for vandalism. For pier zone repairs this is unlikely to affect navigation channels - and if so would require a pilot boat and PLA permissions.*

- on exposed vulnerable areas which are likely to be vandalised, what will a patchwork of repairs look like? How many times can etching damage be abraded and blasted before we get through the 2mm of Cu-Ni to steel?

*The material itself is hardly affected in the cleaning process - so it is judged that cleaning of graffiti could happen hundreds of times before any chance of penetrating the 2 mm.- this judgements needs some further testing- but if we find there is a risk it can be locally increased in thickness.*

- we need material samples including new, year 1-5, and weathered (year 10+)

*As explained above we have samples for the periods you mention, except for weathered 10+, which we have not been able to source.*

Hopefully things have already progressed since that issue of the note but can you please provide further comfort on these points including some samples in the next week?

Regards,  
Tony

Tony Wilson | Transport Planning Manager  
TfL Planning, Transport for London

T: [REDACTED] Auto: [REDACTED] E: [REDACTED]

A: 10th Floor, Windsor House, 42-50 Victoria Street,

London SW1H 0TL

From: Francis Archer [mailto: [REDACTED]]  
Sent: 28 March 2014 17:37  
To: Wilson Tony (Planning)  
Cc: Marjan Gholamalipour  
Subject: Garden Bridge - Copper Nickel

Tony

Draft of this "summary note" for your comments/ information.

This will be included as an appendix to our global "Design Report" which we hope to get out to you next week.

Best regards – and have a good week end

Francis

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Phillip Hall-Patch](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Francis Archer](#); [Marjan Gholamalipour](#)  
**Subject:** RE: Garden Bridge - DTM  
**Date:** 05 September 2014 17:07:58

---

Richard,

No plan to change the planning application for the south landing building; the building however is not to the same level of design as the rest of the project and will need some effort to bring it up to the level required for the tender.

As to the bridge geometry, this is refining and simplifying the fluting geometry predominately over the height of the pier; it most certainly is not a material change to the geometry described by the planning application.

We are preparing the EWN for all the work required to take us through to the tender, ie Stage 2 in March next year – this was as agreed at your Management Meeting two weeks ago.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto: ]  
**Sent:** 05 September 2014 16:57  
**To:** Phillip Hall-Patch; Mike Glover  
**Cc:** Wilson Tony (Planning); Chester Neil  
**Subject:** FW: Garden Bridge - DTM

Hello both – I dont understand what further design work is being undertaken at the moment ? The south landing building will not change for this planning application – it will remain as is. Any changes will be revisions to the current consent we are seeking but once we have consent. Bridge geometry – eh ?

As we are still the contracting body for this work can you agree with us first of all what the programme of design work is (and why) before proceeding – is there a scope or EWN or something ?

Thanks Richard

-----Original Appointment-----

**From:** Phillip Hall-Patch [mailto: ]  
**Sent:** 04 September 2014 13:01  
**To:** Phillip Hall-Patch; 816 Garden Bridge; Large Format Screen; Laptop for Presentation; Sally Armour ( ); Sarah Lindars ( ); Jonathan Ward Marjan Gholamalipour; Mike Glover ( ); Mateusz Jankowiak; Wilson Tony (Planning); ( ); Ian Wilson ( ); Mark Morris ( ); Mark Boulton ( )  
**Subject:** Garden Bridge - DTM  
**When:** 10 September 2014 09:30-12:30 (GMT) Greenwich Mean Time : Dublin, Edinburgh, Lisbon, London.  
**Where:** Heatherwick Studio, 356-364 Gray's Inn Road

Dear all



Further to Marjan's recent note confirming high-level meetings on restart of the Garden Bridge project, this rolling invitation is for Design Team Meetings to recommence on Wednesday 10<sup>th</sup> September.

For this first meeting I would suggest a summary review of the design across the board (garden, bridge, north and south landings), where we are at with Planning, and what are the priority design items requiring our attention over the coming weeks and months. All this to be reviewed in the context of the programme to get us to Tender early next year.

Draft agenda attached. Please let me know if there are any particular issues you would like addressed.

Going forward I would suggest an alternating agenda typically of bridge & north-landing one week, followed by bridge and south-landing the next. In the first month however **focus may need to be on the south-landing as well as the bridge geometry freeze**, as we need to bring the south up to speed.

Kind regards

Phil

-

Phillip Hall-Patch

Project Architect

<< File: 816-140910\_DTM-Agenda #034.docx >>

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED]  
**Cc:** [REDACTED] [Wilson Tony \(Planning\)](#)  
**Subject:** Re: Garden Bridge - Interactive Planning Workshop- 12 June 2013  
**Date:** 29 May 2013 11:42:26

---

Very helpful thanks - works for us.

I just wanted to explain the tfl context and why we were doing this

Richard

---

**From:** Tristram Carfrae [mailto:[REDACTED]]  
**Sent:** Wednesday, May 29, 2013 11:15 AM  
**To:** De Cani Richard (CORP)  
**Cc:** Mike Glover <[REDACTED]> [Wilson Tony \(Planning\)](#)  
**Subject:** Re: Garden Bridge - Interactive Planning Workshop- 12 June 2013

Richard

In discussion with Thomas Heatherwick, it was suggested that Dan (subcontracted to Arup) and Arup work together on the landscape design and documentation. The idea was that we would write a scope of works for Dan to price and the take it from there.

Generally, Dan would choose the planting arrangement and we would then deliver it. But we haven't actually discussed this with Dan.

While Thomas thought that Kew would also be involved, he didn't see any need to employ them per se.

I hope this helps with your discussion with Dan.

Regards

Tristram

Tristram Carfrae  
Arup Fellow | Chairman Building Design

**Arup**  
8 Fitzroy St London W1T 4BQ  
D. [REDACTED]

On 29 May 2013, at 14:49, "De Cani Richard (CORP)" <[REDACTED]> wrote:

Tristram and Mike

I have made contact with Dan Pearson and would like to meet him first of all to explain what TfL is doing and to introduce him to the idea of working as part of your team. Hopefully this will be next week when he is back in the country.

Thanks Richard

---

**From:** Tristram Carfrae [mailto: [REDACTED]]  
**Sent:** 28 May 2013 08:31  
**To:** De Cani Richard (CORP)  
**Cc:** Mike Glover; Wilson Tony (Planning)  
**Subject:** Re: Garden Bridge - Interactive Planning Workshop- 12 June 2013

Richard

We (more precisely Mike is) meeting THS on Friday to explore their proposed scope of works and make sure that there is no overlap between their proposed services and our own.

Regards

Tristram

Tristram Carfrae  
Arup Fellow | Chairman Building Design

Arup  
8 Fitzroy St London W1T 4BQ  
D. [REDACTED]

On 25 May 2013, at 08:35, "De Cani Richard (CORP)" < [REDACTED] > wrote:

Tristram - thanks

So at some point soon we will be able to fix budgets for the whole design team for the various stages of the design work through to planning.

Richard

---

**From:** Tristram Carfrae [mailto: [REDACTED]]  
**Sent:** Friday, May 24, 2013 10:34 PM  
**To:** De Cani Richard (CORP)  
**Cc:** Mike Glover < [REDACTED] > Wilson Tony (Planning)  
**Subject:** Re: Garden Bridge - Interactive Planning Workshop- 12 June 2013

Richard

I met with Thomas this morning and we agreed that THS would become our sub-consultant while remaining as leader of the design team.

We also agreed that Arup would write a brief for Dan Pearson before inviting him to join as an Arup sub consultant as well.

All subject to your approval of course.

Thomas believes that THS will run out of money before the end of June.

Regards

Tristram

Tristram Carfrae  
Arup Fellow | Chairman Building Design

Arup  
8 Fitzroy St London W1T 4BQ  
D. [REDACTED]

On 24 May 2013, at 18:43, "De Cani Richard (CORP)"

<[REDACTED]> wrote:

Hello both - how did you get on with Thomas this morning  
? Did you agree the basics for his procurement as part of  
your team ?

Also, I am going to be having a discussion with Dan  
Pearson about landscape advice. There is a possibility he  
will need to be folded into your team as well.

Many thanks Richard

---

**From:** Mike Glover [mailto:[REDACTED]]  
**Sent:** Friday, May 24, 2013 04:06 PM  
**To:** Wilson Tony (Planning); Chester Neil; Parr Billy; French  
Alice  
**Cc:** De Cani Richard (CORP); Taylor-Ray Judy; Tristram  
Carfrae <[REDACTED]> Francis Archer  
<[REDACTED]> Ian Wilson  
<[REDACTED]> Paul Couchman  
<[REDACTED]>  
**Subject:** Garden Bridge - Interactive Planning Workshop- 12  
June 2013

All,  
We are arranging the above workshop at Arup for the 12  
June 2013; it will take most of the day. This is an  
advanced notification and a more formal invitation will be  
sent during the next week.

The purpose of the Workshop is for the wider team to  
confirm the detail and timing of the work that has to be  
done, identify key milestones, approvals required, and  
deliverables to be produced to achieve a supported  
Planning Application for Spring 2014.

If you would wish to invite other colleagues please advise.

Regards

Mike Glover

---

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**From:** [Tristram Carfrae](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** Re: Garden Bridge - news leak  
**Date:** 07 June 2013 07:15:26

---

Thanks Richard.

Yes, this is now sorted.

Our team went to THS to be briefed on the vision for the bridge. I saw a risk that my more civil engineering colleagues would not truly appreciate that this bridge is more than just a piece of transportation infrastructure so I thought it would be good for them to hear Thomas' vision first hand. We went over one evening after work.

Yes, they have been reminded about the need for confidentiality.

I can only apologise if the leak came from Arup but, presumably, it might also have been any of the other competing teams?

Regards

Tristram

Tristram Carfrae  
Arup Fellow | Chairman Building Design

**Arup**  
8 Fitzroy St London W1T 4BQ  
D. [REDACTED]

On 6 Jun 2013, at 19:08, "De Cani Richard (CORP)" <[REDACTED]> wrote:

Tristram - this is sorted now I think.

Is your team clear on this going forward and the need for confidentiality at this stage ?

Also - I understand the whole of the arup team had a session at heatherwick last week or earlier this week. Were we involved ? What was the purpose ?

Thanks Richard

---

**From:** Tristram Carfrae [mailto:[REDACTED]]  
**Sent:** Tuesday, June 04, 2013 04:04 PM  
**To:** De Cani Richard (CORP)  
**Cc:** Mike Glover <[REDACTED]> T Heatherwick ([REDACTED])  
<[REDACTED]>  
**Subject:** Garden Bridge - news leak

Richard

You may already be aware of this but if not:

<!--[if !supportLists]-->1 <!--[endif]-->New Civil Engineer called Isabel  
Dedring wanting further information about the Garden Bridge for  
a news story  
<!--[if !supportLists]-->2 <!--[endif]-->NCE also contacted the Evening  
Standard  
<!--[if !supportLists]-->3 <!--[endif]-->Isabel Dedring rang Thomas  
Heatherwick  
<!--[if !supportLists]-->4 <!--[endif]-->Thomas Heatherwick talked to  
Sarah Sands, Editor ES, who agreed to wait for a full briefing and  
an exclusive from THS  
<!--[if !supportLists]-->5 <!--[endif]-->Arup talked to Antony Oliver,  
Editor NCE, and made a similar agreement

Hopefully this is now under control.

Regards

Tristram

**Tristram Carfrae**

Arup Fellow | Chairman Building Design

**Arup**

8 Fitzroy St London W1T 4BQ

**d** [REDACTED]

**f** +44 20 7755 2312

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**From:** [Tristram Carfrae](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** RE: Garden Bridge - news leak  
**Date:** 13 June 2013 17:30:17

---

Thanks Richard – will do

Tristram

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 13 June 2013 13:19  
**To:** Tristram Carfrae  
**Cc:** Bee Emmott; [REDACTED]; [REDACTED] Wilson Tony  
(Planning); Chester Neil  
**Subject:** RE: Garden Bridge - news leak

Tristram,

This morning I had a really good discussion with Dan Pearson and his colleague Peter Beardsley about their involvement in the Garden bridge work going forward. I explained to Dan and Peter that we would like them to be part of the wider Arup team, providing the strategic landscaping and garden input to the project. This will involve some discussions between yourselves to agree the contractual details etc and an agreement on the proposed role that Arup landscape would have in supporting Dan and his team.

What I would like you to do is to come back with a revised proposal which is clear on resource, roles/responsibilities and commercial elements and aligns the landscape and garden elements with the overall programme that is emerging. I said to Dan and Peter this morning that we would like a “narrative” or story board quite soon that helps develop the overall philosophy for the Garden which as a wider project team we can agree on and start to use in our discussions with stakeholders.

Dan and Peter copied in for information. Also Tony Wilson at TfL (managing the project for me) and Neil Chester (responsible for town planning and environmental consents). We are in the process of setting up a regular fortnightly design meeting and it would be good for colleagues from Dan’s team to be part of those going forward. Tony is setting these up.

Any problems/questions give me a shout.

Many thanks  
Richard

Richard de Cani  
Director of Transport Strategy & Planning  
Transport for London  
Tel: [REDACTED]  
Auto: [REDACTED]

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**From:** [Tristram Carfrae](#)  
**To:** [De Cani Richard \(CORP\)](#); [T Heatherwick](#)  
**Cc:** [Mike Glover](#); [Philip Dilley](#); [James Kenny](#); [Kate Close](#) <[REDACTED]>  
**Subject:** Re: Garden Bridge - news leak  
**Date:** 07 June 2013 09:57:16

---

I have now discovered that Alex Wynn (NCE journalist) made contact with us when the tender was launched by TfL. Apparently she learnt of the project from the tender list. We said that we had nothing to say.

Apparently she tried again about the time that we were selected. She didn't contact a team member, just someone she knew at Arup who again said that we could tell her nothing for a few weeks.

She apparently waited a couple of weeks and then started ringing around. She didn't contact us recently that I have discovered.

Regards

Tristram

Tristram Carfrae  
Arup Fellow | Chairman Building Design

**Arup**  
8 Fitzroy St London W1T 4BQ  
D. [REDACTED]

On 6 Jun 2013, at 19:08, "De Cani Richard (CORP)" <[REDACTED]> wrote:

Tristram - this is sorted now I think.

Is your team clear on this going forward and the need for confidentiality at this stage ?

Also - I understand the whole of the arup team had a session at heatherwick last week or earlier this week. Were we involved ? What was the purpose ?

Thanks Richard

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**From:** Tristram Carfrae [mailto:[REDACTED]]  
**Sent:** Tuesday, June 04, 2013 04:04 PM  
**To:** De Cani Richard (CORP)  
**Cc:** Mike Glover <[REDACTED]> T Heatherwick ([REDACTED])  
<[REDACTED]>  
**Subject:** Garden Bridge - news leak

Richard

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Heatherwick  
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Sarah Sands, Editor ES, who agreed to wait for a full briefing and  
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<!--[if !supportLists]-->5 <!--[endif]-->Arup talked to Antony Oliver,  
Editor NCE, and made a similar agreement

Hopefully this is now under control.

Regards

Tristram

**Tristram Carfrae**

Arup Fellow | Chairman Building Design

**Arup**

8 Fitzroy St London W1T 4BQ

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [paul morrell](#)  
**Cc:** [Chester Neil](#); [Emmott, Bee](#); [REDACTED] [Wainberg Simon](#); [Nick Higgs](#); [Marjan Gholamalipour](#)  
**Subject:** RE: Garden Bridge - Planning Application  
**Date:** 23 May 2014 16:29:39

---

Probably not as glad as I am in reporting that!

Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 23 May 2014 16:10  
**To:** Mike Glover; paul morrell  
**Cc:** Chester Neil; Emmott, Bee; [REDACTED] Wainberg Simon; Nick Higgs  
**Subject:** RE: Garden Bridge - Planning Application

Glad to hear it Mike !

We have been delayed by the TA document but finally getting there now and will submit next week

Richard

---

**From:** Mike Glover [mailto:[REDACTED]]  
**Sent:** 23 May 2014 15:38  
**To:** paul morrell  
**Cc:** De Cani Richard (CORP); Chester Neil; Emmott, Bee; [REDACTED] Wainberg Simon; Nick Higgs  
**Subject:** RE: Garden Bridge - Planning Application  
**Importance:** High

Paul,

The application is on track for the critical stage of printing on Wednesday for submission on Friday, including the TA section – all 2,700+ pages of it!

On the subject of the overall Project Programme, of which the Planning Submission and Determination is an important part, we really need to sit down with you to confirm some of the matters outstanding on procurement, eg formally sign-off the procurement strategy, confirm risk apportionment, initiate bi-lateral discussions, meet with your legal adviser, etc . Shall I set something up with you, Anthony Marley and Simon W for next week?

Best Regards

Mike

---

**From:** paul morrell [mailto:[REDACTED]]  
**Sent:** 23 May 2014 14:52  
**To:** Mike Glover  
**Cc:** Richard De Cani; Neil Chester; Emmott, Bee  
**Subject:** Garden Bridge - Planning Application

Mike

I gather the submission of the planning application has now slipped, with more work required on some of the sections particularly the transport assessment) and will not be made today - and

that we are now aiming for the end of next week.

Given that next week is a four-day week only, can we be assured of this? My understanding is that, if we make it, the scheme will still go to the same Planning Committee, but that further delay will probably mean that it won't – and that it will consequently push back the whole programme.

We have a Trustees meeting coming up early in June, and it would be good to be able tell them that the application is in, and that we are still on the programme last presented (which was already a slippage on the previous one, of course).

P

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**From:** [Alex Gardner](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Vaughan Sutton](#); [Clara Yeung](#)  
**Subject:** RE: Garden Bridge - Queen"s Walk Pedestrian Volumes  
**Date:** 22 April 2014 17:36:38  
**Attachments:** [20140422 - GB Southbank Ped Flows.pdf](#)

---

Richard,

Please find attached a mark-up of your sketch showing the forecast pedestrian flows for GB.

Vaughan will call shortly to discuss.

Regards,  
Alex

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 22 April 2014 17:01  
**To:** Vaughan Sutton; Alex Gardner; Clara Yeung  
**Cc:** Wilson Tony (Planning); Chester Neil  
**Subject:** FW: Garden Bridge - Queen's Walk Pedestrian Volumes  
**Importance:** High

All – I just had a chat with Clara and have attached a simple diagram which summarises the information I need to discuss with Iain Tuckett tomorrow – it is 2018 data, with bridge, number of people and distribution of arrivals/departures on the queens walk.

If we are taking 7m annual and equating this to 5000 people in a peak one hour on a sat PM we need to be clear on our assumptions for the 5000 and the split of existing vs generated.

It isn't fair to say all 5000 will be new but neither is it credible to suggest there will be no new trips – the answer will be somewhere in between.

So for the TA we assume 5000 new – worst case I assume ?

For a discussion with Iain Tuckett on impacts and operating costs it might be quite different – but at least lets agree on the base numbers of people using the bridge –which I am assuming is the 5000 for the busiest one hour at the busiest time – so his worst case time period

Thanks Richard

---

**From:** Wilson Tony (Planning)  
**Sent:** 22 April 2014 16:20  
**To:** De Cani Richard (CORP)  
**Subject:** FW: Garden Bridge - Queen's Walk Pedestrian Volumes  
**Importance:** High

---

**From:** Alex Gardner [mailto:████████████████████]

**Sent:** 22 April 2014 15:56  
**To:** Wilson Tony (Planning)  
**Cc:** Vaughan Sutton; Clara Yeung  
**Subject:** Garden Bridge - Queen's Walk Pedestrian Volumes  
**Importance:** High

Hi Tony,

As discussed with Vaughan, please find attached a draft note outlining the expected pedestrian volumes on the Queen's Walk as a result of Garden Bridge.

Please could you let us have any comments as soon as possible to allow us to complete the note for tomorrow's meeting?

Regards,  
Alex

**Alex Gardner**

Planner | Transport Planning

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

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**From:** [Mike Glover](#)  
**To:** [REDACTED] [De Cani Richard \(CORP\)](#)  
**Subject:** RE: Garden Bridge Cost Report for the GBT Board Meeting 12 December 2013  
**Date:** 11 December 2013 08:35:28

---

Paul/Richard,

I've noted a few typos which I would like to correct in the final version, but will await any comments you have before doing so. Please ring if you think easier.

Regards

Mike

---

**From:** Mike Glover  
**Sent:** 10 December 2013 17:39  
**To:** [REDACTED]  
**Cc:** [REDACTED] Mark Morris; Wilson Tony (Planning) ([REDACTED]) Paul Couchman; Marjan Gholamalipour; Francis Archer  
**Subject:** Garden Bridge Cost Report for the GBT Board Meeting 12 December 2013  
**Importance:** High

Paul/Richard,

My proposed paper, and attachments, to the GBT Board for your comment before we make it formal. The increase in Total Project to £171.7m is clearly the issue to address, which is due to:

- Net trends of £9.161m, which are substantially risk allowances, as explained below,
- Removing the arbitrary saving of £10m on the bottom line, but replacing the principle with an Opportunities Register which provides areas where cost savings can be achieved; the fruits of this approach can be seen in the Trend Register of numerous savings we are making on certain areas already.
- Magnifying effect of applying VAT and Inflation to these figures.

I have reproduced the text in my attached memo for ease of reference.

Regards

Mike

### *Garden Bridge Project Cost Summary*

*The project trends, opportunities and trended cost estimate have been reviewed against the Stage C Report. The following summary and attachments, Trend and Opportunities Registers and Budget Summary, forms this cost report.*

#### *1. Trends*

*We have considered the changes that have occurred or are pending since the Stage C Report. We have summarised the trends (or changes in cost) in the attached Trend Register, and present a net total of £9.161m. These trends are net of risk, VAT and inflation, which greatly magnify their impact on the Project Total Cost Estimate. They include items which can be seen as Firm changes or Risk provision. Our assessment is that £4m of the trends are Firm and the remainder are Risk.*

*There are four trends which represent the total amount of the net trends summarised which should be noted; the other trends represent a balance of savings and increases in cost. The four items are:*

*Temple Roof replacement - Item 13 - £2.648m: This is entirely a risk provision in the event that*

*the existing roof is deemed incapable of supporting the new loadings from the finishes and crowd loading from the GB; a fall back position would be to leave the roof exactly as it is and work within any loading constraints that the existing load structure is shown to possess.*

*Reliance on River Access only for the South Landing and associated GB works – Item 17 - £2.5m: This is another risk provision in the event that Coin Street prevented land access from Upper Ground; this would a highly undesirable outcome and would potentially impact on the project programme.*

*North Landing Urban Realm – Item 11 - £1.5m: This an allowance for improvements to the Urban Realm in the environs of the North Landing and could reasonably be funded by others, such as the North Bank Bid and WCC.*

*South Bank Landing Building – Item 15 - £3.05m: This is an additional allowance for the landing building; much of the space generated in all probability has no financial benefit to the GB and could reasonably be funded by Coin Street who will be the greatest beneficiary from its creation.*

## *2. Potential Project Opportunities for Cost Savings*

*We have a schedule of potential cost savings; a sample is attached.*

*The list is wide ranging and not limited to issues of specification or detail, although the examples of bridge width, the extent of paving and the balustrade/edge detail are good examples where challenging specification can potentially generate cost savings without impacting the design vision or the Planning Application.*

*But the largest single saving will come from generating a competitive tendering environment, and that can be best achieved by engaging with the industry at all levels, but particularly at the general contractor level. As an example of that strategy, we have proposed to commence bi-lateral discussions with key industry firms early in the New Year as a precursor to the commencement of procurement, to enable them to become familiar with the project and the risks and opportunities that it affords - maintaining dialogue throughout the process is essential. There are other parts to the strategy including early completion of investigations and making these available to tendering contractors.*

## *3. Total Project Cost*

*The resulting trended Project Total Cost Estimate is £ 171.689m, after removing the potential “opportunity saving” of £10m which in principle we have replaced with the Opportunities Register to provide a device for actively pursuing cost reduction during further design development and procurement, the initial results of this approach can be seen in the numerous cost reductions appearing in the attached Trend Report.*

*The comparison with the Stage C Cost Report is illustrated on the attached Garden Bridge Budget Schedule. The next full Cost Report will be on culmination of Stage D in February 2014; in the interim the cost estimates will continue to be based on trends.*

---

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**From:** [Mike Glover](#)  
**To:** [REDACTED] [De Cani Richard \(CORP\)](#)  
**Cc:** [Wainberg Simon](#); [Mark Morris](#); [Wilson Tony \(Planning\)](#); [Paul Couchman](#); [Marjan Gholamalipour](#); [Francis Archer](#); [Stuart Wood](#); [Bee Emmott](#); [Phillip Hall-Patch](#); [Crispin Rees](#)  
**Subject:** RE: Garden Bridge Cost Report for the GBT Board Meeting 12 December 2013  
**Date:** 11 December 2013 09:52:24  
**Attachments:** [Final Version 10Dec13 TFL vs Trustee budget Arup review.xlsx](#)  
[Final Version Garden Bridge Cost Report for the GBT Board Meeting 12 December 2013.docx](#)  
[Final Version Opportunity and trend registers 101213.xlsx](#)  
**Importance:** High

---

Paul,

I attach the Cost Papers for the GBT Board Meeting on 12 December 2013:

- Trend Register
- Opportunities Register
- Budget Summary

The key issue is the increased cost projection of £171,689, but this is a result of deleting the target VE saving of £10m and including some onerous risk provisions for river construction access and the temple Station roof replacement. We have expectations of making significant savings through the mechanism of the Opportunities Register.

Let me know if you require anything else.

See you tomorrow at 8.30 on board the Wellington.

Best Regards

Mike

---

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Tristram Carfrae](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Lodhi Shaheen](#)  
**Subject:** RE: Garden Bridge Fees  
**Date:** 29 October 2014 17:39:00


---

Tristram – I am copying into this email my colleague Shaheen Lodhi from our procurement team who will pick this up with you directly.

What we absolutely cannot do – no matter how hard you push – is to justify an increase in your rates because of changes in your salary costs.

Thanks  
Richard

---

**From:** Tristram Carfrae [mailto:   
**Sent:** 29 October 2014 11:31  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning)  
**Subject:** RE: Garden Bridge Fees

Richard

In essence:

- 1 We tendered for approx. £1m of services
- 2 Our contract was up until July 2014
- 3 Our contract was to get to Planning submission

On all these grounds, we believe that your point 3 below is not correct.


Our Board does not support us carrying on working on this project under the current arrangements so I am afraid that I have to keep pushing.

Can we meet with your procurement colleagues to discuss?

Thanks

Tristram

---

**From:** De Cani Richard (CORP) [mailto:   
**Sent:** 28 October 2014 16:13  
**To:** Tristram Carfrae  
**Cc:** Wilson Tony (Planning)  
**Subject:** RE: Garden Bridge Fees

Tristram

In response to your email – response from procurement colleagues below

Richard

When the Contract was initially awarded to Arup on the 8<sup>th</sup> July 2013 the rates were fixed up until the full completion of works.

(1) An increase in an organisations internal salary review is its own increase. Those rates cannot be passed on to another organisation to pay for. The EPMF rates which Arup provided us with at the start of the Contract are to remain the same.

(2) Arup have agreed in their Form of Tender that they accept all the Terms and Conditions of Tfl90001 – this includes acceptance of all the rates. As per the Main Contract staff rates are fixed at the start of the Contract Date and are not variable with changes in salary paid to individuals.

(3) There has to be a significant change in scope of service requirements for the rate increase. I cannot see any reason why – see point 2 above.

(4) The Contract was subject to Option E which does not allow the rate increases as per the note below. For any Call Off which is made under the EPMF Framework the rates are fixed for the duration of the Contract and are not subject to be increased UNLESS this is agreed in the secondary clauses and incorporated in the contract – which this was not and therefore no rate increases.

I hope this does answer your query, Any questions or comments please do forward to myself.

---

**From:** Tristram Carfrae [<mailto:> [REDACTED]]  
**Sent:** 24 October 2014 10:35  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning)  
**Subject:** RE: Garden Bridge Fees

Richard

At the moment, this is only the Arup rates.

THS and DPS do have an entitlement, in their subcontracts with Arup, to apply for a rate review but they have yet to do so.

I will keep my fingers crossed.

Regards

Tristram

---

**From:** De Cani Richard (CORP) [<mailto:> [REDACTED]]  
**Sent:** 23 October 2014 18:14  
**To:** Tristram Carfrae  
**Cc:** Wilson Tony (Planning)  
**Subject:** Re: Garden Bridge Fees

Tristram - thanks

In principle I am sure this is acceptable but let me revert to procurement colleagues to confirm.

Also - this is Arup only rates - not others in the wider project team.

Thanks Richard

---

**From:** Tristram Carfrae [mailto:████████████████████]  
**Sent:** Tuesday, October 21, 2014 05:17 PM  
**To:** De Cani Richard (CORP)  
**Subject:** Garden Bridge Fees

Richard

Just to let you know, that following our brief telephone call, Arup will be requesting a ██████ uplift on our rates from 21<sup>st</sup> June 2014 – the first 4-weekly VoWD assessment after the anniversary of our commencement. ██████ is simply the average salary rise awarded to our staff in April 2014.

For your information, we have earned ██████ since 21<sup>st</sup> June so the effect of this request would be ██████ on fees paid up until the most recent 4-weekly VoWD assessment. It will, of course, also affect all future assessments.

I can also confirm that after this ██████ rate increase, the Garden Bridge rates are still lower than our usual TfL framework rates.

I shall assume that you are happy with this approach unless you tell me otherwise!

Regards

Tristram

**Tristram Carfrae**

Deputy Chairman

**Arup**

13 Fitzroy St London W1T 4BQ

**d** ████████████████████

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [redacted] [Chester Neil](#); [Wainberg Simon](#); [Hopson Peter \(Op Property\)](#);  
[MeetingRoom09G1M1](#); [redacted] [Griffin Kate](#); [redacted] [King Joanna \(Legal\)](#); [Ritchie Charles](#); [Hart Anna](#); [Wilson Tony \(Planning\)](#); [Campbell Lee](#)  
**Subject:** Re: Garden Bridge Internal Meeting  
**Date:** 14 August 2014 20:16:32

---

Its on !! See you all tomorrow

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

**From:** Mike Glover [[mailto:\[redacted\]](mailto:[redacted])]  
**Sent:** Thursday, August 14, 2014 07:57 PM  
**To:** De Cani Richard (CORP); Chester Neil; Wainberg Simon; Hopson Peter (Op Property); MeetingRoom09G1M1; [redacted] <[redacted]> [redacted] Griffin Kate; [redacted] <[redacted]> King Joanna (Legal); Ritchie Charles; Hart Anna; Wilson Tony (Planning); Campbell Lee  
**Subject:** RE: Garden Bridge Internal Meeting

Richard,  
I intend to attend.  
Mike

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

**From:** De Cani Richard (CORP) [[mailto:\[redacted\]](mailto:[redacted])]  
**Sent:** 14 August 2014 19:15  
**To:** Chester Neil; Wainberg Simon; Hopson Peter (Op Property); Mike Glover; MeetingRoom09G1M1; [redacted] Griffin Kate; [redacted] King Joanna (Legal); Ritchie Charles; Hart Anna; Wilson Tony (Planning); Campbell Lee  
**Subject:** Garden Bridge Internal Meeting

Just to confirm who is able to attend this tomorrow ?

Thanks Richard

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Anthony Marley](#) [REDACTED]  
**Subject:** RE: Garden Bridge Management Meeting  
**Date:** 18 September 2014 15:01:30

---

Richard,  
Thank you for the offer, but I have a meeting at Windsor House anyway, so I'll come anyway.  
Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 18 September 2014 13:37  
**To:** De Cani Richard (CORP); Paul Morrell; Wainberg Simon; Ritchie Charles; Wilson Tony (Planning); Chester Neil; [REDACTED] Bee Emmott; Mike Glover; Hart Anna; Pownall Amanda; Teuma Marisa  
**Cc:** Hopson Peter (Op Property); Campbell Lee; Phillip Hall-Patch; Griffin Kate; Tristram Carfrae; Anthony Marley  
**Subject:** Garden Bridge Management Meeting

I was going to suggest we focus purely on the outstanding issues for planning tomorrow – we have the action list which reflects the position we have got to with Lambeth and Westminster and we need to run through this and check progress/agree who does what etc – and also the sign off process with the Trust.

On this basis I suggest the following can stand down for tomorrow

Simon W  
Anna H  
Charles – leave it to you  
Kate – think you can stand down  
Mike – think you can stand down for tomorrow  
Peter H – stand down

Thanks Richard

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Mike Glover](#); [Anthony Marley](#)  
**Cc:** [REDACTED] [Taylor-Ray Judy](#)  
**Subject:** RE: Garden Bridge meeting 3rd September  
**Date:** 15 August 2014 13:14:00

---

All with Tony M

---

**From:** Mike Glover [mailto:[REDACTED]]  
**Sent:** 15 August 2014 12:35  
**To:** De Cani Richard (CORP); Anthony Marley  
**Cc:** [REDACTED] Taylor-Ray Judy  
**Subject:** RE: Garden Bridge meeting 3rd September  
**Importance:** High

Richard,

It's in the diary. I would like to have some focused meetings before 3 September on specific matters, eg N&V and access so that the 3<sup>rd</sup> can concentrate on closing the matters rather than discussing them. Who should we set these meeting up through?

What is the position with IBM? We really need to have a face-to-face with their advisers to discuss and close-out their concerns. Please advise.

Regards  
Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 15 August 2014 08:17  
**To:** Anthony Marley; Mike Glover  
**Cc:** [REDACTED] Taylor-Ray Judy  
**Subject:** FW: Garden Bridge meeting 3rd September

Hello both – we need this meeting in the diary for the 3<sup>rd</sup> and Tony I will assume you will invite Andrew Tice and make sure we have what we need for the meeting ?

Thanks Richard

---

**From:** Copley, Peter [mailto:[REDACTED]]  
**Sent:** 13 August 2014 16:34  
**To:** De Cani Richard (CORP)  
**Cc:** Uden, Donna; Jonathan Turk  
**Subject:** Garden Bridge meeting 3rd September

Richard ,

We are all looking forward to catching up on the 3rd but thought it might be helpful if we agreed a short agenda.

There are three main issues for us:

- **getting the bridge built:** as you will have seen from our representations we have some very serious and real concerns about using the narrow path between ITV and IBM as a main materials route for the proposed bridge and about vibration disrupting production schedules. We have in excess of 150,000 visitors (audience members) every year that need to queue somewhere , they won't mix very well with concrete mixers. I know that IBM

have similar concerns and are planning reps. We wonder what progress, if any, you have made in considering alternatives including pumping concrete from the river.

- **the design of the podium:** as you know our designers Hopkins have been working with the Thomas Heatherwick studio to try and ensure that the southern landing design is flexible enough to accommodate the mid term plans for re-development of the London Studios. We have asked Mike Taylor to attend at least part of the meeting to bring us up to speed on the discussions and to agree how we might move this forward.
- **the management of the bridge:** we share the same concerns already expressed I believe by SBEG, IBM and CSCB. We would like to understand what progress you have made on this point.

Let me know if there is more to add to the agenda and who will be attending.

Many thanks

--

Peter Copley  
Property Director



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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Anthony Marley](#)  
**Cc:** [REDACTED] [Taylor-Ray Judy](#)  
**Subject:** RE: Garden Bridge meeting 3rd September  
**Date:** 15 August 2014 12:35:03  
**Importance:** High

---

Richard,

It's in the diary. I would like to have some focused meetings before 3 September on specific matters, eg N&V and access so that the 3<sup>rd</sup> can concentrate on closing the matters rather than discussing them. Who should we set these meeting up through?

What is the position with IBM? We really need to have a face-to-face with their advisers to discuss and close-out their concerns. Please advise.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 15 August 2014 08:17  
**To:** Anthony Marley; Mike Glover  
**Cc:** [REDACTED] Taylor-Ray Judy  
**Subject:** FW: Garden Bridge meeting 3rd September

Hello both – we need this meeting in the diary for the 3<sup>rd</sup> and Tony I will assume you will invite Andrew Tice and make sure we have what we need for the meeting ?

Thanks Richard

---

**From:** Copley, Peter [mailto:[REDACTED]]  
**Sent:** 13 August 2014 16:34  
**To:** De Cani Richard (CORP)  
**Cc:** Uden, Donna; Jonathan Turk  
**Subject:** Garden Bridge meeting 3rd September

Richard ,

We are all looking forward to catching up on the 3rd but thought it might be helpful if we agreed a short agenda.

There are three main issues for us:

- **getting the bridge built:** as you will have seen from our representations we have some very serious and real concerns about using the narrow path between ITV and IBM as a main materials route for the proposed bridge and about vibration disrupting production schedules. We have in excess of 150,000 visitors (audience members) every year that need to queue somewhere , they won't mix very well with concrete mixers. I know that IBM have similar concerns and are planning reps. We wonder what progress , if any , you have made in considering alternatives including pumping concrete from the river.
- **the design of the podium:** as you know our designers Hopkins have been working with the Thomas Heatherwick studio to try and ensure that the southern landing design is flexible enough to accommodate the mid term plans for re-development of the London Studios. We have asked Mike Taylor to attend at least part of the meeting to bring us upto speed on the discussions and to agree how we might move this forward.

- **the management of the bridge**: we share the same concerns already expressed I believe by SBEG , IBM and CSCB. We would like to understand what progress you have made on this point.

Let me know if there is more to add to the agenda and who will be attending.

Many thanks

--

Peter Copley  
Property Director



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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [REDACTED]; [Anthony Marley](#)  
**Cc:** [Chester Neil](#)  
**Subject:** RE: Garden Bridge meeting 3rd September  
**Date:** 26 August 2014 09:06:11

---

Richard,

We have a pre-meeting tomorrow afternoon at 3.00 to go through the issues and material. A comprehensive answer to your question will come out of that. As always you are welcome.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 26 August 2014 08:55  
**To:** [REDACTED]; Mike Glover; Anthony Marley  
**Cc:** Chester Neil  
**Subject:** FW: Garden Bridge meeting 3rd September

All – can I check what materials are being produced for this meeting ?

Thanks Richard

---

**From:** Peter Copley [mailto:[REDACTED]]  
**Sent:** 15 August 2014 08:46  
**To:** De Cani Richard (CORP)  
**Cc:** [REDACTED]; [REDACTED]; Taylor-Ray Judy  
**Subject:** Re: Garden Bridge meeting 3rd September

Thanks....and attendees from your side ?

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** Friday, August 15, 2014 08:13 AM  
**To:** Copley, Peter <[REDACTED]>  
**Cc:** Uden, Donna <[REDACTED]>; Jonathan Turk <[REDACTED]>; Taylor-Ray Judy <[REDACTED]>  
**Subject:** RE: Garden Bridge meeting 3rd September

Peter – thanks for this and these are the right issues to focus on at the meeting – there is nothing more to add at this stage I don't think

Thanks Richard

---

**From:** Copley, Peter [mailto:[REDACTED]]  
**Sent:** 13 August 2014 16:34  
**To:** De Cani Richard (CORP)  
**Cc:** Uden, Donna; Jonathan Turk  
**Subject:** Garden Bridge meeting 3rd September

Richard ,

We are all looking forward to catching up on the 3rd but thought it might be helpful if we agreed a short agenda.

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Let me know if there is more to add to the agenda and who will be attending.

Many thanks

--

Peter Copley  
Property Director



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Thank You.

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**From:** [Francis Archer](#)  
**To:** [Paul Thompson](#); [Marjan Gholamalipour](#); [French Alice](#); [Angus Low](#); [Barbara Marino](#); [Parr Billy](#); [Brendan Cuddihy](#); [Charlotte Briggs](#); [Chris Legg](#); [Chris Tomlinson](#); [Clara Yeung](#); [Clon Ulrick](#); [Deborah Tresham](#); [Duncan Wilkinson](#); [Florence Lam](#); [Ian Wilson](#); [James Nicholls](#); [Judy Taylor-Ray](#); [Lidia Lewis](#); [Lisa Melvin](#); [Marisa Teuman](#); [Mark Bowers](#); [Mark Morris](#); [Martin Reed](#); [Mei-Yee Man](#); [Mike Glover](#); [Chester Neil](#); [Nicola White](#); [Noel Cotter](#); [Patricia Johnstone](#); [Paul Couchman](#); [Paul Morrison](#); [De Cani Richard \(CORP\)](#); [Richard Higgins](#); [Stephanie McGibbon](#); [Steven Harding](#); [Stuart Wood](#); [Toby Clark](#); [Tom Armour](#); [Wilson Tony \(Planning\)](#); [Tristram Carfrae](#); [Vaughan Sutton](#)  
**Subject:** RE: Garden Bridge Project Contact Details  
**Date:** 03 June 2013 12:37:16

---

All

Some links to useful information. –you should all ensure you can connect to this job area as we wish to use it as much as possible for ALL Arup work

Will try and get Heatherwicks to supply a list of stakeholders they have talked to – though these are mainly political meetings that they have had at the top of various organisations and so if you wish to contact anyone external best to go via Mike Glover, or Paul Couchman

Francis

Competition brief etc from TfL

-

**Location:**

<\\GLOBAL.ARUP.COM\LONDON\BEL\JOBS\200000\230800\230838-00 Garden Bridge\1 Client\05 Bid\mini-competition from TfL>

Technical bid with manpower

-

**Location:**

<\\GLOBAL.ARUP.COM\LONDON\BEL\JOBS\200000\230800\230838-00 Garden Bridge\1 Client\05 Bid\TECHNICAL>

Commercial bid with charge out rates

-

**Location:**

<\\GLOBAL.ARUP.COM\LONDON\BEL\JOBS\200000\230800\230838-00 Garden Bridge\1 Client\05 Bid\COMMERCIAL>

-

Interview presentation

-

**Location:**

<\\GLOBAL.ARUP.COM\LONDON\BEL\JOBS\200000\230800\230838-00 Garden Bridge\1 Client\05 Bid\interview presentation>

-

Pre bid structural sketches

**Location:**

<\\GLOBAL.ARUP.COM\LONDON\BEL\JOBS\200000\230800\230838-00 Garden Bridge\4 Internal Data\07 Sketches\02 Engineering\pre bid sketches>

Startup design information from Heatherwick Studio

Currently empty but hope to receive today

- Rhino Model
- Plan
- Elevation with navigational clearances
- Concept presentation

**Location:**

<\\GLOBAL.ARUP.COM\LONDON\BEL\JOBS\200000\230800\230838-00 Garden Bridge\5 External Data\02 Architect\Startup design information>

---

**From:** Paul Thompson

**Sent:** 03 June 2013 11:45

**To:** Marjan Gholamalipour; Alice French; Angus Low; Barbara Marino; Billy Parr; Brendan Cuddihy; Charlotte Briggs; Chris Legg; Chris Tomlinson; Clara Yeung; Clon Ulrick; Deborah Tresham; Duncan Wilkinson; Florence Lam; Francis Archer; Ian Wilson; James Nicholls; Judy Taylor-Ray; Lidia Lewis; Lisa Melvin; Marisa Teuman; Mark Bowers; Mark Morris; Martin Reed; Mei-Yee Man; Mike Glover; Neil Chester; Nicola White; Noel Cotter; Patricia Johnstone; Paul Couchman; Paul Morrison; Richard de Cani; Richard Higgins; Stephanie McGibbon; Steven Harding; Stuart Wood; Toby Clark; Tom Armour; Tony Wilson; Tristram Carfrae; Vaughan Sutton

**Subject:** RE: Garden Bridge Project Contact Details

Marjan

Thanks for this list.

Is there a central server with the information about the project to date ? e.g.

- TfL's RFP,
- Arup's proposal,
- Hardwick's early conceptual bridge designs,
- records of (or just internal notes from) third party discussion to date etc.

Regards

Paul

---

**From:** Marjan Gholamalipour

**Sent:** 03 June 2013 11:39

**To:** Alice French; Angus Low; Barbara Marino; Billy Parr; Brendan Cuddihy; Charlotte Briggs; Chris Legg; Chris Tomlinson; Clara Yeung; Clon Ulrick; Deborah Tresham; Duncan Wilkinson; Florence Lam; Francis Archer; Ian Wilson; James Nicholls; Judy Taylor-Ray; Lidia Lewis; Lisa Melvin; Marisa Teuman; Marjan Gholamalipour; Mark Bowers; Mark Morris; Martin Reed; Mei-Yee Man; Mike Glover; Neil Chester; Nicola White; Noel Cotter; Patricia Johnstone; Paul Couchman; Paul Morrison; Paul Thompson; Richard de Cani; Richard Higgins; Stephanie McGibbon; Steven Harding; Stuart Wood; Toby Clark; Tom Armour; Tony Wilson; Tristram Carfrae; Vaughan Sutton

**Subject:** Garden Bridge Project Contact Details

Dear All,

I will be helping Paul Couchman on the project management side of this project and look forward to working with you all.

Please find attached the project contact details and don't hesitate to let me know if you have any questions.

Regards,  
Marjan

Marjan Gholamalipour  
Senior Sustainability Consultant



8 Fitzroy Street  
London, W1T 4BJ

T: [REDACTED]

[www.arupassociates.com](http://www.arupassociates.com)

---

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Vaughan Sutton](#)  
**Cc:** [Marjan Gholamalipour](#); [Gavin Wicks](#); [Alex Gardner](#); [Wilson Tony \(Planning\)](#)  
**Subject:** RE: Garden Bridge TA  
**Date:** 14 May 2014 09:27:00

---


Vaughan – there are a couple of fundamental issues here to sort

1. Assumptions about temple Station closure and follow through to the ES etc – if we are assuming worst case 6 month closure – then this needs to be assessed in the ES – i don't believe it is at the moment
2. Role/use of Temple Station for bridge users. This is one of the major benefits we highlight in our business case –the fact that Temple Station will be a station for the south bank with the bridge in place. We need a clear narrative which is then supported by the numbers showing how temple station will be used by bridge users for the different time periods – weekday peaks vs weekends etc. As part of this we need to demonstrate that the additional demand won't cause a problem in terms of capacity etc. I would expect quite large numbers of people to access the bridge from temple station and vice versa and this is something Westminster want reassurance on as well

The other issues need addressing but the above two go to the heart of the document

Richard

---

**From:** Vaughan Sutton [mailto:   
**Sent:** 13 May 2014 17:55  
**To:** De Cani Richard (CORP)  
**Cc:** Marjan Gholamalipour; Gavin Wicks; Alex Gardner  
**Subject:** RE: Garden Bridge TA


Richard

Thank you for passing on Tony's comments. These are being addressed and the TA will be amended where appropriate.

Regards

Vaughan

---

**From:** De Cani Richard (CORP) [mailto:   
**Sent:** 13 May 2014 17:28  
**To:** Vaughan Sutton  
**Subject:** FW: Garden Bridge TA

Vaughan – we still have some quite fundamental comments on the TA for the GB which Tony has summarised below to Marjan. Are these all in hand ?

Thanks Richard

---

**From:** Wilson Tony (Planning)  
**Sent:** 13 May 2014 16:42



**To:** Gholamalipour Marjan  
**Cc:** Teuma Marisa; Chester Neil; Parr Billy  
**Subject:** FW: TA

Hi Marjan

I have had a brief skim of the new version of the TA but unfortunately it still does not do the main thing the TA needs to do, namely to set out clearly and convincingly what impact the visitors will have on the transport network. I am sorry to be addressing it to you as it's not your failing and I am not "shooting the messenger", but as you are co-ordinating the issue of documents and are the key person on the Arup side working to make sure that everything is being done, it is important that you know what the main flaws are with the TA, in the hope that you can help us to expedite some improvements in quality, as you have in some other areas.

Can you please ask the transport team:

- where are the flow diagrams showing the total flows on and off the bridge, and their routes to and from the bridge on the local network? We spent a long time on this point at the 'page-turning' two weeks ago, yet I am still none the wiser as to how many people are expected to go on and off at each end in the busiest periods and what routes they take. Figures 19-21 are unclear, are still inconsistent with the equally hard to decipher AR-TRA-M-0017, do not show the numbers expected to access/leave the bridge, and do not show anyone using Temple station. I attach a couple of sketches of the sort of thing we need, which then needs to be translated to numbers, added to base/committed flows, and LoS calculated. There is also an Arup sketch of forecast Saturday peak numbers onto/off the bridge at the busiest times – this is basic information the TA needs (but clearer, for the both ends together, and incl weekday peaks)
- I have repeatedly asked to see LoS assessments for the Thames Path at Oxo, this still isn't included. There is a mention of "The Queens Walk west of Gabriel's Wharf (including route past Oxo Tower)" but a) the flows will be different, and b) the path west of Gabriel's Wharf is about twice the width it is at Oxo so will have a very different LoS.
- why does the TA still say that in the busiest hour we will add only 35 trips to Temple station out of 5,000 visitors (less than 1%)? This is not credible or defensible when Table 7.25 has 33-37% of visitors arriving at or leaving from the northern end using the Underground. This would mean around 1,750 bridge visitors use the station, not 35.
- we have been told that the station needs to close for six months for reconstruction of the ticket hall roof and said this is a major impact which needs to be reflected in the TA, but it still says that access to Temple Underground station will be maintained throughout the construction period (para 5.8.6). Which is correct? We discussed this two weeks ago, why is there no reference to the station closure, or is Arup's advice now that the station doesn't need to close during construction?
- what is happening with the proposed worksite on the southern side of Victoria Embankment? There is little discussion of its impacts in the text (what there is contradicts the proposed use of the southern footway as a diversion from the northern footway) and the only drawing I have (AR-TRA-P-0103) still shows a

mature tree being removed to accommodate the loading bay (though it shows the tree in the wrong place, and also shows the newly planted tree in the wrong place). Do we need this loading area for concrete pumping? If so where will it be, what will its impacts be on trees, street furniture, pedestrians, cyclists, road safety?

Doubtless there will be other issues but the ones above are not only very basic but we spent most of 8 hours on them two weeks ago, and have asked them to be addressed more than once and I am at a loss to understand how we are still unable to present any credible data as to how we expect people will come on/off the bridge and what the impacts will be on Temple station.

It is frustrating that these issues raised multiple times have not only not been addressed, but that we have been told that they have been addressed when clearly that isn't true. For example:

Email from Billy, 8 May:

- Chapter 9 (transport effects)
  - *The assumption that only horticultural trips will generate new non-walking trips is unrealistic, and results in unrealistic figures being assessed in this chapter. Is it not logical, for instance, that only 35 trips – less than 1% - will be generated at Temple station during the peak Saturday hour if 4000+ people will visit the bridge in this time.*

Query from Marisa and response from Arup, 12 May:

Transport Assessment-

Can you please confirm if the Draft TA on sharepoint incorporates all Billys comments?

*And is it complete and ready for Tony's review? I understand from our transport team that the Draft TA issued on Friday responds to all TfL comments to date including Billy's, Neil's and those from the page turn.*

Time is running out – the application cannot be submitted until these issues have been addressed in the TA, as these are major issues which carry a high reputational risk for TfL and which could lead to refusal of the application if we have no credible forecasts of the impacts.

Regards,  
Tony

---

**From:** Teuma Marisa  
**Sent:** 12 May 2014 15:58  
**To:** Wilson Tony (Planning)  
**Cc:** Chester Neil  
**Subject:** TA

---

**From:** Marjan Gholamalipour [<mailto:> [REDACTED]]  
**Sent:** 12 May 2014 15:49  
**To:** Teuma Marisa; Claire Beedle; Hannah Wright  
**Cc:** Chester Neil  
**Subject:** RE: submission on friday, TA and programme

Hi Marisa,

Please see our comments below in green and don't hesitate to let us know if you have any questions.

Regards,  
Marjan

---

**From:** Teuma Marisa [<mailto:> [REDACTED]]  
**Sent:** 12 May 2014 14:54  
**To:** Claire Beedle; Marjan Gholamalipour; Hannah Wright  
**Cc:** Chester Neil  
**Subject:** submission on friday, TA and programme

Hi Claire/Marjan,

I just tried to call you both. I have a few questions:

1. Submission last Friday-  
Can you please confirm what draft documents went to the Trust and Lambeth. The application contents list on sharepoint includes the draft TA? *Attached are the separate contents pages for the draft application issue on Friday for GB Trust and Lambeth. All draft documents relating to transport (i.e TA, ES transport summary matrix, NRA) were sent to GB Trust only.*
2. Transport Assessment-  
Can you please confirm if the Draft TA on sharepoint incorporates all Billys comments? And is it complete and ready for Tony's review? *I understand from our transport team that the Draft TA issued on Friday responds to all TfL comments to date including Billy's, Neil's and those from the page turn.*
3. Printing and programme for the next two weeks-  
Have you found out the deadline for printing the documents yet? *Print room needs 2 full day so everything has to be with them by Wednesday lunch time at the latest. We can't have a check of first set and arrange for the rest to be printed. If this is what we want, we need to allow more printing time.*  
As per our discussion on Friday can you let us know the situation with file sizes for each document? *Hanna and I will complete the table, page numbers etc and send it to you hopefully by close of play tomorrow at the latest.*

Many Thanks,

Marisa

**Marisa Teuma**  
**Consents Advisor**  
**Consents Team**

📍 Transport for London

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**To:** [Phillip Hall-Patch](#); [Wilson Tony \(Planning\)](#); [Mike Glover](#); [Stuart Wood](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Francis Archer](#); [Chester Neil](#); ["Peter Beardsley"](#); ["Bee Emmott"](#); ["Crispin Rees"](#)  
**Subject:** RE: Garden Bridge  
**Date:** 07 January 2014 13:46:37

---

ok

---

**From:** Phillip Hall-Patch [mailto: [REDACTED]]  
**Sent:** 07 January 2014 13:45  
**To:** Tristram Carfrae; Wilson Tony (Planning); Mike Glover; Stuart Wood; De Cani Richard (CORP)  
**Cc:** Francis Archer; Chester Neil; 'Peter Beardsley'; 'Bee Emmott'; 'Crispin Rees'  
**Subject:** RE: Garden Bridge

Hi all

We have not been able to get in contact with Paul again.

We are going to stick with 4:30 and either Paul can join us (perhaps even for a few minutes) or not as the case may be, but it will still be useful to agree we are all on the same page before pushing through Planning drawings.

Kind regards  
Phil

Phillip Hall-Patch  
Architect

---

Heatherwick Studio  
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WC1X 8BH  
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**From:** Tristram Carfrae [mailto: [REDACTED]]  
**Sent:** 07 January 2014 12:52  
**To:** Phillip Hall-Patch; Wilson Tony (Planning); Mike Glover; Stuart Wood; De Cani Richard (CORP)  
**Cc:** Francis Archer; Chester Neil; 'Peter Beardsley'; 'Bee Emmott'; 'Crispin Rees'  
**Subject:** RE: Garden Bridge

I can do 2 til 3 as well as 4.30 til 5.30

---

**From:** Phillip Hall-Patch [mailto: [REDACTED]]  
**Sent:** 07 January 2014 10:55  
**To:** Wilson Tony (Planning); Mike Glover; Stuart Wood; Tristram Carfrae; De Cani Richard (CORP)  
**Cc:** Francis Archer; Chester Neil; 'Peter Beardsley'; 'Bee Emmott'; 'Crispin Rees'  
**Subject:** RE: Garden Bridge

Dear all

Something has come up for Paul. Can anyone do 2 to 3pm?

Trying to get back in touch with him to reinforce the importance of the afternoon slot as it's the only time everyone is available, but it's worth asking...

Kind regards  
Phil

Phillip Hall-Patch  
Architect

---

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**Cc:** 'Francis Archer'; Chester Neil; 'Peter Beardsley'; 'Bee Emmott'; 'Crispin Rees'  
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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Phillip Hall-Patch](#); [Wilson Tony \(Planning\)](#); ["Mike Glover"](#); [Stuart Wood](#); ["Tristram Carfrae"](#); ["Paul Morrell"](#)  
**Cc:** ["Francis Archer"](#); [Chester Neil](#); ["Peter Beardsley"](#); ["Bee Emmott"](#); ["Crispin Rees"](#); [Taylor-Ray Judy](#)  
**Subject:** RE: Garden Bridge  
**Date:** 07 January 2014 11:55:00

---

As I said yesterday this doesn't work for me. However if this is all Paul can make then go for it and Tony and Neil will be there. I will come across at 4.30 for a catch up afterwards

Richard

---

**From:** Phillip Hall-Patch [mailto:████████████████████]  
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I can do either

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**From:** Mike Glover [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 06 January 2014 08:43  
**To:** Stuart Wood; Tristram Carfrae; Wilson Tony; De Cani Richard  
**Cc:** Francis Archer; Chester Neil; Phillip Hall-Patch; Peter Beardsley; Bee Emmott; Crispin Rees  
**Subject:** RE: Garden Bridge

Stuart,

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**Sent:** 06 January 2014 08:29  
**To:** Mike Glover; Tristram Carfrae; Wilson Tony; De Cani Richard  
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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Stuart Wood](#); [Mike Glover](#); [Tristram Carfrae](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Francis Archer](#); [Chester Neil](#); [Phillip Hall-Patch](#); [Peter Beardsley](#); [Bee Emmott](#); [Crispin Rees](#)  
**Subject:** RE: Garden Bridge  
**Date:** 06 January 2014 18:14:00

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Stuart – and to you. We are meeting tomorrow to discuss these issues and agree a way forward.

We need to integrate these design decisions into our overall decision making process which is between the design team and TfL as the client for the design work and then between TfL and the Trust.

I don't want to get too heavy about process but this specific issue of lighting does have some significant implications for the cost/planning and maintenance of the bridge that haven't been bottomed out.

This is a change that needs to go through a proper change control process I am afraid. I really don't have a strong view on the aesthetic but i am keen we stick to some sort of process here to try and manage costs and make sure that quite important decisions are being made with regard to all of the relevant issues. We need to do two things:

1. To set out this proposal in more detail in terms of cap ex, maintenance costs, running costs, renewals and other issues raised by Tony and Paul – and then to decide whether it is the agreed approach – hopefully this can be done for the meeting tomorrow as you must have this information to hand
2. If so, to then put this forward to the Trust (via Paul) as a proposed change for endorsement – setting out the implications. Again, this could be done tomorrow

We have established a sequence of meetings with Paul M every 3 weeks to enable decisions to be made with the Trust on the planning submissions. The first of these is Friday 31 Jan (I have just forwarded the sequence to you).

Thanks  
Richard

---

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**Sent:** 06 January 2014 08:29  
**To:** Mike Glover; Tristram Carfrae; Wilson Tony (Planning); De Cani Richard (CORP)  
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**From:** [Francis Archer](#)  
**To:** [Phillip Hall-Patch](#); [Mike Glover](#); [Stuart Wood](#); [Tristram Carfrae](#); [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Chester Neil](#); [Peter Beardsley](#); [Bee Emmott](#); [Crispin Rees](#)  
**Subject:** RE: Garden Bridge  
**Date:** 06 January 2014 17:44:30

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I can attend this

Francis

---

**From:** Phillip Hall-Patch [mailto:████████████████████]  
**Sent:** 06 January 2014 12:59  
**To:** Mike Glover; Stuart Wood; Tristram Carfrae; Wilson Tony; De Cani Richard  
**Cc:** Francis Archer; Chester Neil; Peter Beardsley; Bee Emmott; Crispin Rees  
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Could you please confirm attendance or otherwise.

Kind regards  
Phil

Phillip Hall-Patch  
Architect

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**Subject:** RE: Garden Bridge  
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Good for me.

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**From:** [Vaughan Sutton](#)  
**To:** [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Mike Glover](#); [Chester Neil](#); [Teuma Marisa](#); [Marjan Gholamalipour](#); [Gavin Wicks](#); [Alex Gardner](#); [Martin Reed](#)  
**Subject:** RE: Garden Bridge  
**Date:** 05 September 2014 12:32:19

---

Tony and Richard

Thank you for your emails and helpful thoughts. We are preparing a critique of their documents and it would be good to catch up with you next week.

Regards

Vaughan

**Vaughan Sutton**

Director

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

t [REDACTED] d [REDACTED]

f +44 20 7755 3671 m [REDACTED]

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---

**From:** Wilson Tony (Planning) [mailto:[REDACTED]]  
**Sent:** 05 September 2014 11:21  
**To:** De Cani Richard (CORP); Vaughan Sutton  
**Cc:** Mike Glover; Chester Neil; Teuma Marisa; Marjan Gholamalipour; Gavin Wicks  
**Subject:** RE: Garden Bridge

Vaughan,

I assume this work is under way. Here are some further thoughts/comments that should help in drafting a response; the note needs to:

1. be brief. We don't want to get into an elaborate detailed debate about the detail of the numbers when at the end of the day we cannot assert with any certainty the final outcome
2. accept that some pedestrian flow to/through the Temple site is likely to occur, but reassert that the numbers are modest and there is great scope for flows to be managed by Temple (for example, the gates closest to the bridge are closed at weekends and bank holidays when the bridge will be busiest). We could argue that it would not have been reasonable in our TA to rely on pedestrian dispersal through private land but that if the Temple is open to signing routes through then we can agree that strategy with them going forward
3. we can and I think should accept that if changes to signage are required, we can contribute to this – we are funding new and changed signs already, and if Temple was public highway we'd be doing it, so that seems a reasonable request
4. we can agree to liaise closely with Temple going forward to plan for changes, to monitor changes in flow and agree any mitigations necessary such as signing, litter bins, lighting
5. but need to highlight that the bridge does not create any need for refreshment toilet or visitor information facilities within the Temple. They may choose to do that, but it's not predicated by the bridge demand.

It may be helpful for you to attend any meeting with Temple, likely to be in around 2 weeks.

Regards,  
Tony

---

**From:** De Cani Richard (CORP)  
**Sent:** 04 September 2014 08:27  
**To:** Vaughan Sutton  
**Cc:** 'Mike Glover'; Chester Neil; Wilson Tony (Planning)  
**Subject:** FW: Garden Bridge

Vaughan – I hope you are well

We have just received this from Savills on behalf of Middle Temple. It is outrageous. The key thing is it is all derived from their assessment of the pedestrian numbers. We met them last week and they had undertaken no analysis themselves – just gut feel we were wrong. They have now done some half arsed analysis – see their submission.

Their view of the numbers is suggesting the bridge contributes 1m of capital works to the temple for toilets and visitors centre etc

We need to do a number of things

1 – provide a robust and comprehensive critique of their assessment and defence of our numbers including presenting clearly to them what the numbers are and why the issues they raise with our (correct) numbers are not a problem

2 – meet with them and Westminster probably in a couple of weeks time to go through all of this

So we need some work over the course of the next week on this – Tony will be the main point of contact in Neil's absence

Thanks Richard

---

**From:** De Cani Richard (CORP)  
**Sent:** 04 September 2014 08:15  
**To:** 'Paul Morrell'; [REDACTED] [REDACTED] Bee Emmott; Marley Anthony  
**Cc:** Chester Neil  
**Subject:** FW: Garden Bridge

Just to make you aware we have received this from Savills representing Middle Temple (not Inner). The pack which I don't expect you to read is attempting to make the case to Westminster that £1m plus of mitigation works is required in the Middle Temple area to deal with the additional people coming through the site as a result of the bridge (signage, toilets, lighting, visitors centre etc etc). This is now with Westminster and we will need to respond accordingly.

Just to raise a couple of points

1. This is all based on their view of our pedestrian assessment carried out by Arup which they say we have got wrong – since we met them last week they have undertaken some analysis of the figures themselves - we need to review this with Arup.
2. Westminster up until now have not been minded to consider these points but this response may change things

Our view is that this is completely unacceptable – not only is it very late in the process but based on no real evidence. If the Middle Temple don't want the people – lock the gate !

I have been in touch with Guy Perricone who we met paul some time ago who is the equivalent of Patrick Maddams for Middle and we are going to meet in the middle of September and I think it would be helpful to have Trustees in attendance with me as we will need some support to overcome this.

Richard

---

**From:** Belinda Greenwell [mailto: [REDACTED]]  
**Sent:** 03 September 2014 10:30  
**To:** Chester Neil; De Cani Richard (CORP)  
**Cc:** Nick de Lotbiniere  
**Subject:** Garden Bridge

Dear Richard and Neil,

Further to our meeting last week, I am sending a copy of the email I have just sent to WCC for your information.

Kind regards

Belinda

**Belinda Greenwell MA(Hons) MA**  
**Graduate Planner**  
**Planning**

Savills, 33 Margaret Street, London, W1G 0JD

Tel [REDACTED]

Mobile [REDACTED]

Email [REDACTED]

Website : [www.savills.co.uk](http://www.savills.co.uk)

**Please note: I work part time. I am in the office Monday, Tuesday and Wednesday.**



Before printing, think about the environment

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**From:** Belinda Greenwell  
**Sent:** 03 September 2014 10:27  
**To:** [REDACTED]  
**Cc:** [REDACTED] 'Best, Janis'  
**Subject:** Garden Bridge

Dear Matthew,

Please find attached our letter to you which we have written as a response to the questions raised in our meeting.

As referenced in the letter, I have attached the Temples Conservation Area character summary and an analysis of Appendix 6 to the Transport Assessment which is the data relating to the pedestrian surveys.

I also attach Middle Temple's costed proposals, and their drawings to support this.

I look forward to seeing you on Friday.

I am copying this email to Councillor Davis so that he has a chance to look at it before we meet.

I will also send copies to the City of London, to Lambeth Council, and to Richard de Cani at TFL.

Kind regards

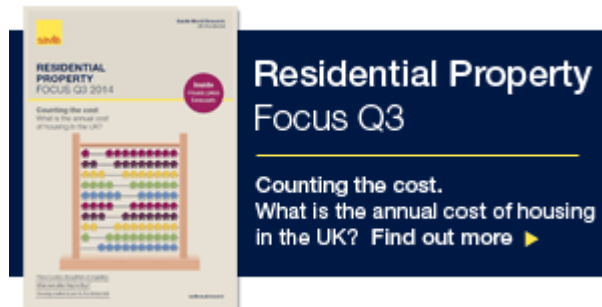
Belinda

**Belinda Greenwell MA(Hons) MA  
Graduate Planner  
Planning**

Savills, 33 Margaret Street, London, W1G 0JD

Tel [REDACTED]  
Mobile [REDACTED]  
Email [REDACTED]  
Website :[www.savills.co.uk](http://www.savills.co.uk)

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [redacted]  
**Cc:** [Wilson Tony \(Planning\)](#); [redacted]; [Chester Neil](#); [redacted]  
**Subject:** Re: Garden Bridge  
**Date:** 06 January 2014 18:48:44

---

I can only do 430 now

---

**From:** Francis Archer [mailto:[redacted]]  
**Sent:** Monday, January 06, 2014 06:43 PM  
**To:** Phillip Hall-Patch <[redacted]>  
**Cc:** Wilson Tony (Planning); Mike Glover <[redacted]> Stuart Wood  
<[redacted]> Tristram Carfrae <[redacted]> De Cani Richard  
(CORP); Francis Archer <[redacted]> Chester Neil; Peter Beardsley  
<[redacted]> Bee Emmott <[redacted]> Crispin Rees  
**Subject:** Re: Garden Bridge

I fine with either time  
Francis

Sent from my iPhone

On 6 Jan 2014, at 17:59, "Phillip Hall-Patch" <[redacted]> wrote:

Tony/ Richard

Paul can also do 2-3pm (in fact would prefer to do so). Would this be more suitable?

If I don't hear from folk I will assume 4:30-5:30pm stands.

Kind regards  
Phil

Phillip Hall-Patch  
Architect

---

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**From:** Wilson Tony (Planning) [mailto:[redacted]]  
**Sent:** 06 January 2014 13:03  
**To:** Phillip Hall-Patch; 'Mike Glover'; Stuart Wood; 'Tristram Carfrae'; De Cani Richard

(CORP)

**Cc:** 'Francis Archer'; Chester Neil; 'Peter Beardsley'; 'Bee Emmott'; 'Crispin Rees'

**Subject:** RE: Garden Bridge

Personally I'm flexible on time but it needs to fit around Richard's calendar, I think he will discuss with Paul later today

Regards,  
Tony

---

**From:** Phillip Hall-Patch [mailto: [REDACTED]]  
**Sent:** 06 January 2014 12:59  
**To:** Mike Glover; Stuart Wood; Tristram Carfrae; Wilson Tony (Planning); De Cani Richard (CORP)  
**Cc:** Francis Archer; Chester Neil; Peter Beardsley; Bee Emmott; Crispin Rees  
**Subject:** RE: Garden Bridge

Hi all

Paul Morrell can do 4:30 to 5:30pm tomorrow afternoon, at our Studio.

Could you please confirm attendance or otherwise.

Kind regards  
Phil

Phillip Hall-Patch  
Architect

---

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**From:** Phillip Hall-Patch  
**Sent:** 06 January 2014 11:32  
**To:** 'Mike Glover'; Stuart Wood; Tristram Carfrae; Wilson Tony; De Cani Richard  
**Cc:** Francis Archer; Chester Neil; Peter Beardsley; Bee Emmott; Crispin Rees  
**Subject:** RE: Garden Bridge

Dear all

It looks as though our session tomorrow will either be 3:00pm (instead of the Trust meeting at our Studio) or at 4:30pm following the meeting.

Bee is with the Trust the morning so I should be able to confirm timing by the start of the Team Leaders meeting after lunch.

Kind regards



Phil

Phillip Hall-Patch  
Architect

---

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**From:** Mike Glover [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 06 January 2014 08:43  
**To:** Stuart Wood; Tristram Carfrae; Wilson Tony; De Cani Richard  
**Cc:** Francis Archer; Chester Neil; Phillip Hall-Patch; Peter Beardsley; Bee Emmott; Crispin Rees  
**Subject:** RE: Garden Bridge

Stuart,

Thank you for responding so forcefully to our concerns on scope and cost – it is much appreciated.

Please advise time of meeting tomorrow, and can we agree an Agenda with Tfl during today.

Regards

Mike

---

**From:** Stuart Wood [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 06 January 2014 08:29  
**To:** Mike Glover; Tristram Carfrae; Wilson Tony; De Cani Richard  
**Cc:** Francis Archer; Chester Neil; Phillip Hall-Patch; Peter Beardsley; Bee Emmott; Crispin Rees  
**Subject:** Garden Bridge

Happy New Year all,

In the spirit of a fresh (if wet) January start, I wanted to drop you all a quick note on progress.

I had the advantage of two quiet days last week to spend time with Thomas and to convey to him the task in hand i.e. our January deadline and the requirements that come with it. We also took time to reflect upon the design items that were so much in discussion before the break.

**Deck pathway material:**

After careful review of the bridge pathway material I'm happy to say we are back to brick. After a brief diversion, where we explored cast paving, we have absolutely settled back on the benefits and qualities that brick has to offer. DPS are with us on this. Its important to state that it is still Thomas's aspiration that the brick has *some* special qualities to it; whether it be proportion or material finish - all things that can follow later.

**Lighting:**

As I think we all recognise, development of the bridge lighting scheme has not progressed at the rate as we would all want and that has inevitably compressed our ability to explore ideas. However, I must reiterate that it has always been our goal to not have a scheme which emphasises the industrial design of prominent lighting columns. That is why we remain enthusiastic about a taught, cable system for suspending luminaries over the main flank of the bridge. We believe that such a system will have the necessary flexibility needed (more/less lighting for events and change in need over time), can visually step back as the vertical supports can be consumed into the greenery and will actually place less need on styling design of columns and fittings. We are also concerned that any notion of a lamppost columns will inevitably become a magnet for other items such as CCTV, banners etc We understand that this area of design has raised concerns over functional performance but we believe there are answers and precedents to allay such concerns.

**Bridge massing:**

Given the cost trends identified by Mike in his last paper to the Trust, we recognise that there is potential for the project target to become less achievable and that off-bridge costs will always draw from the 'pot' for the bridge. Therefore, Thomas has agreed to a parallel study (which we will undertake today) to make the bridge 5m narrower i.e. 25m max width rather than 30m. This will be achieved by slimming the two central areas of planting directly over each pier. The pathways, their widths and the offshoots pathways will all simply retract inwards.

**South bank:**

We finally have consensus on the strategy so we have one option which to draw up.

Finally, it seems that in this sensitive period where there will be a handover between TFL and the Trust, we should take a moment to have a *concise* review with all parties to make sure that the content of our January material represents a design that we are all settled on. Paul in fact requested in a recent email that we demonstrate to him how we plan to satisfy his design concerns on many of the items listed above.

Therefore we would like to propose a meeting tomorrow with the key personnel from each group. Paul has an appointment at the studio in the morning so it makes sense to follow on from that. Apologies for the law notice but time will be short for us all this month.

Phil is back today so I will hand back to him to action the above.

Thanks,

Stuart Wood  
Head of Innovation

---

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**From:** [Mike Glover](#)  
**To:** [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Teuma Marisa](#)  
**Cc:** [Vaughan Sutton](#); [Paul Couchman](#)  
**Subject:** RE: Garden Bridge: River Construction Access South Bank  
**Date:** 20 December 2013 15:57:01  
**Attachments:** [230838-00-TR-017 A.PDF](#)

---

Neil,

The attached shows the swept path for a 16.5m artic on the ITV/IBM access route. This is an extreme case. The sketch was for a particular arrangement but it would seem possible to achieve a turning head by staying within the IBM and south landing site even for this large vehicle – it does take out the existing ramp and stairs etc and we would have to at our charming best to achieve it, but it appears to be physically possible.

As you remember, using the ITV/IBM access has always been our preferred option in terms of cost, practicality and longterm servicing of the south landing building; we also believe the fire escapes from IBM are manageable within this arrangement.

Regards  
Mike

---

**From:** Chester Neil [mailto:████████████████████]  
**Sent:** 20 December 2013 15:38  
**To:** Mike Glover; De Cani Richard (CORP); Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Mike

No. I don't have a single plan but can get one drawn up. Attached is a plan showing Coin Street's leasehold interest and a second plan showing the freehold interests – please ignore the Coin Street interest shown on the general ownership plan as this was drawn for a specific purpose which isn't relevant. You will see on the latter that the IBM demise does share a boundary with the south landing site but from what you've previously said, we would have to go beyond that demise and onto the Queen's Walk to achieve turning circles for vehicles, etc. Its great if that's not the case.

Neil

---

**From:** Mike Glover [mailto:████████████████████]  
**Sent:** 20 December 2013 15:29  
**To:** Chester Neil; De Cani Richard (CORP); Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Neil

Where is the boundary between Coin Street and the ITV/IBM demise? Does the south landing site join the ITV/IBM demise? Have you a plan which describes this unambiguously.

Regards  
Mike

---

**From:** Chester Neil [mailto:████████████████████]  
**Sent:** 20 December 2013 15:21  
**To:** Mike Glover; De Cani Richard (CORP); Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Mike

The whole section of the Queen's Walk at that point is on a long lease to Coin Street. So the use/closure of the Queen's Walk would also require the consent of Coin Street. Indeed, the ITV/IBM access would also require us to cross their land (outside of the south landing site).

Neil

---

**From:** Mike Glover [<mailto:> ██████████]  
**Sent:** 20 December 2013 13:39  
**To:** De Cani Richard (CORP); Wilson Tony (Planning); Chester Neil; Teuma Marisa  
**Cc:** Paul Couchman; Marjan Gholamalipour; Clon Ulrick; Mark Morris; Stephanie McGibbon; Claire Beedle; Andrew Barron; Jane Saul; Vaughan Sutton; Francis Archer; Jorge Vaz; Ian Wilson  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Richard

Understood. As my note implies that arrangement would be river facilities, including a piled deck combined with light vehicle access (for personnel and maintenance) and a concrete pumping main along the ITV/IBM access. Not desirable from a cost, safety and construction viewpoint, but theoretically possible.

I'll check with Tony/Neil what the ownership boundary is around the south landing site – ideally if we are forced down the river access route we would wish to close Queens Wharf and divert people around Upper Ground.

Regards

Mike

---

**From:** De Cani Richard (CORP) [<mailto:> ██████████]  
**Sent:** 20 December 2013 13:26  
**To:** Mike Glover; Wilson Tony (Planning); Chester Neil; Teuma Marisa  
**Cc:** Paul Couchman; Marjan Gholamalipour; Clon Ulrick; Mark Morris; Stephanie McGibbon; Claire Beedle; Andrew Barron; Jane Saul; Vaughan Sutton; Francis Archer; Jorge Vaz; Ian Wilson  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Mike – thanks for this. I haven't had chance to review this yet but what we need to understand is what a scenario would like that that would be compatible with no Coin Street land – ie, we were only using land that was in ours or the PLA/Boroughs control plus minimal land/access arrangements with third parties. If we have only a single scheme which is based on the use of coin street land then we have a pretty poor negotiating position.

Thanks Richard

---

**From:** Mike Glover [<mailto:> ██████████]  
**Sent:** 20 December 2013 13:04  
**To:** De Cani Richard (CORP); Wilson Tony (Planning); Chester Neil; Teuma Marisa  
**Cc:** Paul Couchman; Marjan Gholamalipour; Clon Ulrick; Mark Morris; Stephanie McGibbon; Claire Beedle; Andrew Barron; Jane Saul; Vaughan Sutton; Francis Archer; Jorge Vaz; Ian Wilson  
**Subject:** Garden Bridge: River Construction Access South Bank

All

I attach a note setting down the issues surrounding concentrating construction access to the South Bank from the river, and not providing a dedicated construction access from Upper Ground.

The conclusion is that there are some activities which have to remain as land-access items such as personnel access to the site, maintenance and small tools supply and concrete supply, and initial site establishment.

Other activities could be provided by river-access from a purpose built facility, but this will be markedly more expensive, delay commencement of construction on the south bank, be inherently less safe and be subject to ongoing delay and disruption throughout the works. The preferred arrangement and form of the worksite and river facilities would require a substantial diversion of pedestrian movement away from the riverside, albeit the operation of Gabriel's Wharf is largely unaffected.

The cost and programme impact of this strategy of access to the south landing has yet to be determined, but a provisional Trend of £3m has been taken as an interim measure, and the delay is assumed not to be on the critical path. Both assumptions may prove to be optimistic and hence before proceeding with this strategy both cost and time would need to be evaluated.

Regards  
Mike

---

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**From:** [Mike Glover](#)  
**To:** [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Teuma Marisa](#)  
**Cc:** [Vaughan Sutton](#); [Paul Couchman](#)  
**Subject:** RE: Garden Bridge: River Construction Access South Bank  
**Date:** 23 December 2013 11:15:45  
**Attachments:** [230838-00-TR-017 A.PDF](#)  
[South Side Land Ownership.pdf](#)  
**Importance:** High

---

Neil,

Regarding the exchange of notes below, if we can devise an access from the IBM demise immediately into the "grassed area" via the ITV/IBM road, does this then not require Coin Street approval for site access?

Such a route makes no more demands on Coin Street than the river access route does.

Also please note that even with the river access we will still need access via the ITV/IBM access road for personnel and light vehicles for maintenance and the route for the concrete pumping main.

Vaughan,

Can you see what the best swept path would be assuming that we do not extend outside of the IBM/"grassed area". Attached sketch and south side land ownership plan applies.

Regards

Mike

---

**From:** Mike Glover  
**Sent:** 20 December 2013 15:57  
**To:** 'Chester Neil'; [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Teuma Marisa](#)  
**Cc:** [Vaughan Sutton](#); [Paul Couchman](#)  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Neil,

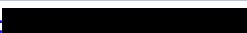
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As you remember, using the ITV/IBM access has always been our preferred option in terms of cost, practicality and longterm servicing of the south landing building; we also believe the fire escapes from IBM are manageable within this arrangement.

Regards

Mike

---

**From:** Chester Neil [<mailto:>   
**Sent:** 20 December 2013 15:38  
**To:** [Mike Glover](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Teuma Marisa](#)  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Mike

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Neil

---

**From:** Mike Glover [<mailto:> [REDACTED]]  
**Sent:** 20 December 2013 15:29  
**To:** Chester Neil; De Cani Richard (CORP); Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Neil

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Regards

Mike

---

**From:** Chester Neil [<mailto:> [REDACTED]]  
**Sent:** 20 December 2013 15:21  
**To:** Mike Glover; De Cani Richard (CORP); Wilson Tony (Planning); Teuma Marisa  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Mike

The whole section of the Queen's Walk at that point is on a long lease to Coin Street. So the use/closure of the Queen's Walk would also require the consent of Coin Street. Indeed, the ITV/IBM access would also require us to cross their land (outside of the south landing site).

Neil

---

**From:** Mike Glover [<mailto:> [REDACTED]]  
**Sent:** 20 December 2013 13:39  
**To:** De Cani Richard (CORP); Wilson Tony (Planning); Chester Neil; Teuma Marisa  
**Cc:** Paul Couchman; Marjan Gholamalipour; Clon Ulrick; Mark Morris; Stephanie McGibbon; Claire Beedle; Andrew Barron; Jane Saul; Vaughan Sutton; Francis Archer; Jorge Vaz; Ian Wilson  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Richard

Understood. As my note implies that arrangement would be river facilities, including a piled deck combined with light vehicle access (for personnel and maintenance) and a concrete pumping main along the ITV/IBM access. Not desirable from a cost, safety and construction viewpoint, but theoretically possible.

I'll check with Tony/Neil what the ownership boundary is around the south landing site – ideally if we are forced down the river access route we would wish to close Queens Wharf and divert people around Upper Ground.

Regards

Mike



---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 20 December 2013 13:26  
**To:** Mike Glover; Wilson Tony (Planning); Chester Neil; Teuma Marisa  
**Cc:** Paul Couchman; Marjan Gholamalipour; Clon Ulrick; Mark Morris; Stephanie McGibbon; Claire Beedle; Andrew Barron; Jane Saul; Vaughan Sutton; Francis Archer; Jorge Vaz; Ian Wilson  
**Subject:** RE: Garden Bridge: River Construction Access South Bank

Mike – thanks for this. I haven't had chance to review this yet but what we need to understand is what a scenario would like that that would be compatible with no Coin Street land – ie, we were only using land that was in ours or the PLA/Boroughs control plus minimal land/access arrangements with third parties. If we have only a single scheme which is based on the use of coin street land then we have a pretty poor negotiating position.

Thanks Richard

---

**From:** Mike Glover [mailto: [REDACTED]]  
**Sent:** 20 December 2013 13:04  
**To:** De Cani Richard (CORP); Wilson Tony (Planning); Chester Neil; Teuma Marisa  
**Cc:** Paul Couchman; Marjan Gholamalipour; Clon Ulrick; Mark Morris; Stephanie McGibbon; Claire Beedle; Andrew Barron; Jane Saul; Vaughan Sutton; Francis Archer; Jorge Vaz; Ian Wilson  
**Subject:** Garden Bridge: River Construction Access South Bank

All

I attach a note setting down the issues surrounding concentrating construction access to the South Bank from the river, and not providing a dedicated construction access from Upper Ground.

The conclusion is that there are some activities which have to remain as land-access items such as personnel access to the site, maintenance and small tools supply and concrete supply, and initial site establishment.

Other activities could be provided by river-access from a purpose built facility, but this will be markedly more expensive, delay commencement of construction on the south bank, be inherently less safe and be subject to ongoing delay and disruption throughout the works. The preferred arrangement and form of the worksite and river facilities would require a substantial diversion of pedestrian movement away from the riverside, albeit the operation of Gabriel's Wharf is largely unaffected.

The cost and programme impact of this strategy of access to the south landing has yet to be determined, but a provisional Trend of £3m has been taken as an interim measure, and the delay is assumed not to be on the critical path. Both assumptions may prove to be optimistic and hence before proceeding with this strategy both cost and time would need to be evaluated.

Regards  
Mike

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\*\*\*\*\*

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Mike Glover](#)  
**Cc:** [Wainberg Simon](#); [Wilson Tony \(Planning\)](#); [Mark Morris](#); [Tristram Carfrae](#); [Marjan Gholamalipour](#)  
**Subject:** RE: Garden Bridge: Procurement Strategy  
**Date:** 07 April 2014 09:19:00

---

Mike – thanks for this. It seems absolutely sensible but as we have said, this is a matter for the GBT to endorse, not TfL.

I will contact Paul. I know you have started the pre-procurement strategy work on the basis of the attached but to progress much further we need a clear steer from the Trust on this.

Richard

---

**From:** Mike Glover [mailto:████████████████████]  
**Sent:** 04 April 2014 20:48  
**To:** De Cani Richard (CORP)  
**Cc:** Wainberg Simon; Wilson Tony (Planning); Mark Morris; Tristram Carfrae; Marjan Gholamalipour  
**Subject:** Garden Bridge: Procurement Strategy  
**Importance:** High

Richard,

Further to the ANOB at today's meeting on awaiting a decision from the Trust on procurement strategy, I attach the e-mail and attachments that Simon sent to Paul M on 21 March.

I recognise the other immediate and pressing matters that the Trust are having to consider at this time, but to meet the current overall programme we have to get moving on planning the procurement and engaging with the construction industry. To do that we need the Trust to confirm or otherwise the approach we have placed before them.

Hopefully a statement of the obvious, but it's important to recognise that there are three main and parallel critical paths on the project;

- Planning Approval and Consents,
- Procurement,
- Funding.

Important that all three are kept in equal focus, and the interaction and interdependencies between them. We can and do show on our current programme the compatibility between Planning Approval and Procurement objectives, but for obvious reasons we can't for Funding. So we are proceeding on the assumption that the Funding is compatible with the current overall programme, and hence the need for confirming procurement strategy at this time.

Appreciate your advice on the direction to take on the procurement strategy.

Best Regards  
Mike

**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Wilson Tony \(Planning\)](#); [REDACTED]  
**Cc:** [Chester Neil](#); [Teuma Marisa](#); [REDACTED]  
**Subject:** Re: GB - 24/7 opening  
**Date:** 03 January 2014 08:18:39

---

I would summarise the reasons first of all for having opening times (ie, not being open 24hours) and the pros and cons of this - the factors that need to be considered (staffing/costs etc) and other relevant factors - last tube/train at waterloo/theatre bump out etc. We also need to deal with any seasonality.

I suspect this will take us to something that looks like 5 am to 1pm - ie, 20hours opening.

Also - who closes the gate - what gate ?

A paper with these issues would be good - issued to paul as a draft first

Richard

---

**From:** Wilson Tony (Planning)  
**Sent:** Tuesday, December 24, 2013 12:59 PM  
**To:** 'Mike Glover' <[REDACTED]> De Cani Richard (CORP)  
**Cc:** Chester Neil; Teuma Marisa; 'Marjan Gholamalipour' <[REDACTED]>  
**Subject:** RE: GB - 24/7 opening

Mike

Yes a note for the Trust setting out the rationale would be very helpful thanks.

We will need to make a reasoned case for the hours chosen (but also allow that stakeholders may have views which will influence the final hours).

Points I would add to the general security issues outlined before include:

- what times other relevant parks/gardens are open (including the roof of the station currently) – Royal Parks info [here](#), Westminster [here](#), Lambeth [here](#), Southwark [here](#), City [here](#)
- approx dusk times across the year
- note last Underground train times from Temple (noting 24 hour running is not planned for this line in the first wave of that in 2015 but may follow)
- note times of event closures nearby, incl National Theatre
- note that Jubilee Gardens – which are on the south bank and open 24 hours – requires a significant security presence overnight
- note that the adjacent bridges are open 24/7 – so even when the bridge is closed there is never any worsening of the current arrangements (i.e. we wouldn't be closing something which is available today)

Regards,  
Tony

**Tony Wilson | Transport Planning Manager**  
**TfL Planning, Transport for London**

T: [REDACTED] Auto: [REDACTED] E: [REDACTED]

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

---

**From:** Mike Glover [mailto: [REDACTED]]  
**Sent:** 23 December 2013 13:20  
**To:** Wilson Tony (Planning); De Cani Richard (CORP)  
**Cc:** Chester Neil; Teuma Marisa; Marjan Gholamalipour  
**Subject:** RE: GB - 24/7 opening  
**Importance:** High

Tony/Richard,

As I describe below, we need direction on the GB hours of opening urgently, because it has large impacts on so many aspects of the Planning Submission.

The next GBTrust Board Mtg is on 21 January and a paper making a recommendation to them seems highly appropriate; we would then have a clear direction to conclude discussions with stakeholders (ie WCC, LBL, Coin Street, SBEG).

I set down below in the 9 Oct e-mail the outline of such a paper, but our subsequent discussions have always highlighted that the dominant contribution to such a paper is from TfL. Do you want me to prepare a draft to get the ball rolling, or do you feel you have enough information to do it?

Please advise.

Regards  
Mike

---

**From:** Mike Glover  
**Sent:** 20 December 2013 11:39  
**To:** Wilson Tony (Planning) ([REDACTED])  
**Cc:** [REDACTED]; Teuma Marisa <[REDACTED]> ([REDACTED]); Marjan Gholamalipour; Paul Couchman; Francis Archer; Phillip Hall-Patch ([REDACTED]); Stephanie McGibbon; Claire Beedle; Mark Morris  
**Subject:** FW: GB - 24/7 opening  
**Importance:** High

Tony,

We need to formally decide what the hours of operation of the GB will be for the Planning Application. My note below set down the issues from a design perspective as we saw them in October, but in addition there are TfL policy issues that you needed to consider.

For reference, we entered into the Assumptions Register (item 46 – owner Neil Chester) that the GB would be a Managed Public Space with the action – “Definition of management and operation of the public space to be prepared”. And that statement neatly summarises what needs to be closed-out.

My note implied that there were two basic options:

- Either, we should follow the same approach as adopted by the adjacent Embankment Gardens which is closure during the hours of darkness,
- Or, the bridge is open for longer periods in which case there would be a requirement for a permanent management presence on the GB comprising capable security personnel performing presence patrolling and enhanced staffing monitoring the CCTV/surveillance

equipment.

With the first option, the process of closing the bridge could be an extended duty of the gardeners, but for the latter option there would be additional staffing, costs and risks for the GB Trust, even if SBEG were to accept responsibility for this activity.

I appreciate the difficulty TfL have with the closure of what could be considered as a public thoroughfare, but the practicalities and risks of extended opening are daunting. As with most issues of this nature the end result is probably a compromise, along the lines of:

- Opening in the morning to suit commuter traffic, say 6.30.
- Closure in the evening at say 10.00 in winter and 11.00 in summer to suit leisure users wishing to access Temple Station.
- Permanent management/security presence throughout the period of opening; convince SBEG that this is an opportunity.

This is clearly a GB Trust decision, and so a paper for the 21 January GB Trust Board Meeting would seem appropriate. Shall I draft a paper for your consideration.

Regards

Mike

---

**From:** Mike Glover  
**Sent:** 09 October 2013 18:00  
**To:** Wilson Tony (Planning) ( [REDACTED] )  
**Cc:** Marjan Gholamalipour; Paul Couchman; Francis Archer  
**Subject:** FW: GB - 24/7 opening

Tony,

The following is a summary of the case to make the Garden Bridge a managed public space, rather than open throughout the day and night. I hope it covers the issue, but if not please come back to me.

Regards

Mike

The Security section of the Stage C Report sets down the issues surrounding the operation of the bridge both during the day and the night.

During the daylight hours the bridge will have a number of activities which mitigate the risk of damage and crime, principally the presence of gardeners working and moving across the bridge but also the flow of visitors and commuters using the bridge, either to cross the bridge or to loiter and view the surroundings. Being daylight, activities will be visible without the need for lighting, with nominal reliance on CCTV.

However the situation during the hours of darkness will be markedly different. The Security section of the Stage C Report outlines the anticipated threats as:

- Violent crimes that will be associated with alcohol or substance abuse including sexual assault
- Other contact crime including robbery in areas that offer ambush positions
- Intimidation and possible gang-related activity
- Criminal damage
- Sex crimes

- Drug associated crime
- Nuisance activities associated with 'rough sleepers'
- Burglary of bridge support and maintenance facilities.

Some of these threats apply equally to daylight hours, but the mitigations mentioned above of visibility and movement of people and gardeners greatly reduces the threat and enhances the opportunity for actions to be taken to deal with the issue.

However, if TfL wish to retain the bridge as 'open all hours' to counter the threat there would need to be lighting and surveillance equipment of sufficient intensity to be able to observe activities on and across the bridge. But with the planting design as it stands technical surveillance is not viable for much of the bridge deck area, even with high intensity lighting; under these circumstances the only credible option is to rely on capable security personnel performing presence patrolling and enhanced staffing monitoring the surveillance equipment; and importantly that there is police response. Inevitably these enhancements in lighting, equipment and staffing will increase the operating costs of the bridge.

It should also be anticipated that the affected police commands will have concerns over the efficacy of the security provision on the bridge that would be needed to ensure the bridge does not become a crime and nuisance generator. We anticipate that local police will raise questions on the way that a park will be secured and if there is not a credible plan in place they will voice their fears. This though will only be confirmed in planning application when the two MPS borough commands and BTP get to express their views and these might come back as planning conditions.

The recommendation of the Report is that some degree of imposed control is exercised by bridge closure; the adjacent Embankment Gardens are exposed to the same threats; the mitigation adopted there is to close the Gardens in hours of darkness.

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**From:** [Mike Glover](#)  
**To:** [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#); [Saldanha Jason](#)  
**Cc:** [Greg Harris](#); [David Owen](#); [Vicki Hope](#); [Marjan Gholamalipour](#); [Teuma Marisa](#); [Chester Neil](#)  
**Subject:** RE: GB GI  
**Date:** 01 October 2014 19:34:27

---

Tony,

Thanks for the quick response. Can we meet tomorrow when you have the status before you?

Regards

Mike

---

**From:** Wilson Tony (Planning) [mailto:████████████████████]  
**Sent:** 01 October 2014 19:23  
**To:** Mike Glover; De Cani Richard (CORP); Saldanha Jason  
**Cc:** Greg Harris; David Owen; Vicki Hope; Marjan Gholamalipour; Teuma Marisa; Chester Neil  
**Subject:** RE: GB GI

Mike

I was told that the two were being split and a revised cost estimate sought for the Garden Bridge elements.

Jason / Richard – is that your understanding? If so do you know what is happening with Atkins?

Regards,  
Tony

---

**From:** Mike Glover [mailto:████████████████████]  
**Sent:** 01 October 2014 19:15  
**To:** Chester Neil; Teuma Marisa; Wilson Tony (Planning)  
**Cc:** Greg Harris; David Owen; Vicki Hope; Marjan Gholamalipour  
**Subject:** GB GI  
**Importance:** High

Neil, Marisa, Tony,

As you are aware we are discussing with Atkins the pricing and scope of the GB GI. One of the key aspects is the working hours; Atkins have taken a particular view on this which has just come to light, and which increases the cost of the GB works.

Time is not on our side in that Atkins wish to close the GI contract next week. It seems they wish to appoint one contractor for both works, whereas we understood that they could be separate. The contractor they wish to appoint is not necessarily the contractor we would have favoured as I have explained previously. Atkins have not submitted our revised scope to the tenderers or indeed allowed interviews with the tenderers; they have priced our scope using their own normalised rates. It is through this process that we have become aware of their assumptions. Not ideal, but understandable from their point of view.

These works are in tidal waters and as we have stated in our draft CoCP such works cannot be subject to “normal clock-face hours”. It is customary for such works to be executed as quickly as possible to reduce the risks of the operation and indeed the working of the river – that is

exactly what we have done elsewhere, eg Forth. Clearly any such work is subject to mitigation measures agreed with the local EHO, and complying with stakeholder requirements.

To test the principle of extended working, our specialist N&V man involved in the Forth, David Owen, had a very initial outline conversation today with the EHO at Westminster about the principles of working extended hours, which were positive. But clearly this is subject to detail – the devil is always in the detail!!

It is not unusual for GI works to be executed outside of a planning approval for the project – indeed in my experience the GI has to be carried out in advance of any such approval to enable definition of the project. But I'm also aware that we do not wish to set negative precedents in agreeing the conditions under which the GI will be conducted, or indeed sour relations with stakeholders.

Before we go any further with this I want to ensure we are joined up on strategy and approach - we will have no further discussions with the EHOs until that has been agreed - but with your agreement/support we would like to progress them.

The key issues are:

- why can't separate contractors be appointed for each GI under the Aitkins contract. That is what we were told was the basis of the tender, but that doesn't now seem to be the case?
- why can't the Silvertown contract be signed now and the GB works subject to a separate retender of the revised schedule of works for the GB with the working arrangements that we wish to negotiate with the authorities.
- we have run out of time for the GB, and a complete retendering process is not an option, so unless we can progress the actions the GB GI costs will be as advised by Atkins.

Is it possible to discuss tomorrow – I'll drop my schedule to come into line.

Regards  
Mike

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED] [Saldanha Jason](#); [Wilson Tony \(Planning\)](#); [REDACTED]  
**Cc:** [REDACTED] [Teuma Marisa](#); [Chester Neil](#); [REDACTED]  
**Subject:** Re: GB GI  
**Date:** 03 October 2014 18:20:55

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Mike - Tony Marley will pick this up with you direct from now on.

Richard

---

**From:** Mike Glover [mailto:[REDACTED]]  
**Sent:** Friday, October 03, 2014 06:02 PM  
**To:** Saldanha Jason; Wilson Tony (Planning); Nowak, Paul <[REDACTED]>  
**Cc:** Greg Harris <[REDACTED]> David Owen <[REDACTED]> Vicki Hope  
<[REDACTED]> Marjan Gholamalipour <[REDACTED]> Teuma  
Marisa; Chester Neil; Marshall, Mark R <[REDACTED]> De Cani Richard  
(CORP); Anthony Marley ([REDACTED]) <[REDACTED]>  
**Subject:** RE: GB GI

Jason/Tony/Paul,

Please see attached e-mail that we sent to Atkins earlier this week summarising our concerns with certain of the items in the schedule of costs that have been prepared. We have previously stated that we understood the need to appoint the contractor for Silvertown. But you will also understand that we wish to pursue any opportunity that reduces the cost to our GB Client; the amount involved is not trivial.

On the issue of 24/7 working, it much more difficult to work in an environment such as Forth than in the centre of a city – quite simply because the ambient background is so low; Forth was very difficult in this respect because it was also on open water between two towns – North and South Queensferry, and certainly not a considerable distance from habitation. I have no idea of the context of Paul's experience, but it was probably because the contractor didn't work within the terms of the Section 61, or indeed didn't have one – it also appears to have been a residential area with many receptors. The situation at the GB location is different.

As you will see in the attached all we are seeking is a minor retender of the GB works; we believe there is time to secure a Section 61 for the GB works. We need to meet and talk this through.

Regards

Mike

---

**From:** Saldanha Jason [mailto:[REDACTED]]  
**Sent:** 03 October 2014 16:38  
**To:** Wilson Tony (Planning)  
**Cc:** Greg Harris; David Owen; Vicki Hope; Marjan Gholamalipour; Teuma Marisa; Chester Neil; Marshall, Mark R; Nowak, Paul; Mike Glover; De Cani Richard (CORP)  
**Subject:** RE: GB GI

Tony

In response to your question about whether the GI works for the two contracts can be awarded separately – the answer is yes but this with qualifications that will influence

the price:-

- At present one of the two tenderers who is offering the lowest combined price has offered a £60k price reduction if they are awarded both sets of work.
- Atkins fees for administering the two separate contracts would have to be reviewed in the light of their increased risk exposure and time-related charges and these costs would have to be met by the GB project.

Clearly the GB project have a number of issues to resolve regarding scope of GI works, available budget, governance and interaction with the ongoing planning application process, which taken together suggest that a decision on award of GI works may take some time to reach. By contrast Silvertown is in a position to proceed and must not delay as this will impact our design programme. We will therefore proceed with awarding the GI works for Silvertown imminently.

The GB project must then decide whether to continue with Atkins involvement in the procurement and management of a separate contract **or** consider whether Arup might take over the reigns from Atkins and thereby simplify the contractual relationships and reduce management/supervision costs.

Lastly turning to Mike Glover's e-mail he raised a number of concerns about the procurement process managed by Atkins (on behalf of TfL). I therefore asked the Atkins GI lead Paul Nowak to respond to the issues raised, which he has done in red below. I trust this clarifies Atkins role and approach during the procurement process and demonstrates their collaboration with Arup.

Regards Jason

**Jason Saldanha | Senior Project Manager  
Transport Strategy and Planning  
TfL Planning, Transport for London**

T: [REDACTED] (auto [REDACTED] M: [REDACTED] E: [REDACTED]

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

**Please note that my phone number has changed from [REDACTED]  
to [REDACTED]**

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**From:** Wilson Tony (Planning)

**Sent:** 01 October 2014 19:23

**To:** 'Mike Glover'; De Cani Richard (CORP); Saldanha Jason

**Cc:** Greg Harris; David Owen; Vicki Hope; Marjan Gholamalipour; Teuma Marisa; Chester Neil

**Subject:** RE: GB GI

Mike

I was told that the two were being split and a revised cost estimate sought for the Garden Bridge elements.

Jason / Richard – is that your understanding? If so do you know what is happening with Atkins?

Regards,

Tony

---

**From:** Mike Glover [mailto: [REDACTED]]  
**Sent:** 01 October 2014 19:15  
**To:** Chester Neil; Teuma Marisa; Wilson Tony (Planning)  
**Cc:** Greg Harris; David Owen; Vicki Hope; Marjan Gholamalipour  
**Subject:** GB GI  
**Importance:** High

Neil, Marisa, Tony,

As you are aware we are discussing with Atkins the pricing and scope of the GB GI. One of the key aspects is the working hours; Atkins have taken a particular view on this which has just come to light, and which increases the cost of the GB works.

Time is not on our side in that Atkins wish to close the GI contract next week. It seems they wish to appoint one contractor for both works, whereas we understood that they could be separate. The contractor they wish to appoint is not necessarily the contractor we would have favoured as I have explained previously. Atkins have not submitted our revised scope to the tenderers or indeed allowed interviews with the tenderers; they have priced our scope using their own normalised rates. It is through this process that we have become aware of their assumptions. Not ideal, but understandable from their point of view.

*Vicki Hope was present at tender interviews with EGSL and Soil Engineering on 19.09.2014. We submitted all the Arup amendments to quantities and rates to the GI contractors and our revised tender sums are based on these amendments. The revised tender spreadsheet was sent to Vicki Hope earlier this week. At the tender interviews Vicki expressed concern with the proposed EGSL agent for the works and the way that they had put there tender together. We propose to award the tender to Soil Engineering of whom Vicki has not expressed any concerns. EGSL had also priced on provision of a barge with a 5 tonne CPT rig that did not meet the specification requirements of Arup. Both of the other contractors, Soil Engineering and Fugro, priced for two jack up rigs and EGSL were asked to go away and revise their tender price. Additionally, the EGSL programme did not meet with Silvertown RD programme commitments, with completion Garden Bridge works before Silvertown and also seemed to be dependent on start in site on 24.10.14.*

These works are in tidal waters and as we have stated in our draft CoCP such works cannot be subject to “normal clock-face hours”. It is customary for such works to be executed as quickly as possible to reduce the risks of the operation and indeed the working of the river – that is exactly what we have done elsewhere, eg Forth. Clearly any such work is subject to mitigation measures agreed with the local EHO, and complying with stakeholder requirements.

*Working in the river Forth is a considerable distance from any habitation and in a wide river channel so 24 hour working would be expected. It is a considerably different environment from that on the foreshore of the river Thames in central London. The other two tenderers assumed 12 hour working so had taken account of the noise limits.*

To test the principle of extended working, our specialist N&V man involved in the Forth, David Owen, had a very initial outline conversation today with the EHO at Westminster about the principles of working extended hours, which were positive. But clearly this is subject to detail – the devil is always in the detail!!

*I have personal experience of construction noise limits in London as RE on Duke Street to Leicester Square tunnel. The City of Westminster Building Site Noise Team assured us that 24 hour working would be available at the two shaft sites on Whitcomb Street and Maddox Street. Within two days of night work on Whitcomb Street shaft the 24 hour working agreement was revoked by City of Westminster resulting in day working only and additional cost to the Client.*

*As Atkins are procuring this contract there is significant commercial risk to us if a 24 hour working agreement is revoked. We now have a level playing field in terms of cost and programme. If 24 hour working can be negotiated and maintained it will result in a potential cost/programme saving minimising any commercial exposure to both Atkins and TfL.*

It is not unusual for GI works to be executed outside of a planning approval for the project – indeed in my experience the GI has to be carried out in advance of any such approval to enable definition of the project. But I’m also aware that we do not wish to set negative precedents in agreeing the conditions under which the GI will be conducted, or indeed sour relations with stakeholders.

Before we go any further with this I want to ensure we are joined up on strategy and approach - we will have no further discussions with the EHOs until that has been agreed - but with your agreement/support we would like to progress them.

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- we have run out of time for the GB, and a complete retendering process is not an option, so unless we can progress the actions the GB GI costs will be as advised by Atkins.

Is it possible to discuss tomorrow – I’ll drop my schedule to come into line.

Regards

Mike

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Michael Thompson](#)  
**Cc:** [Christopher Tunnell](#); [Tom Congrave](#) ( [REDACTED] ); [Mike Glover](#); [Rumfitt Andy](#); [Wilson Tony \(Planning\)](#); [French Alice](#)  
**Subject:** RE: GB  
**Date:** 02 May 2014 11:35:00  
**Attachments:** [Outline Business Case - Garden Bridge v1.3.pdf](#)

---

Michael – good to talk to you just now and thanks for the quick response

Attached is the current draft – if you could provide the suggested outline of the summary business case by Tuesday my colleagues Andy Rumfitt, Tony Wilson and Alice French will be able to respond

In terms of budget – Mike Glover (Arup PD for the GB project) copied in – if you could provide details of hours/costs for this summary document to Mike and I (copy Tony Wilson) we can incorporate with the existing budget

Thanks Richard

---

**From:** Michael Thompson [mailto:[REDACTED]]  
**Sent:** 02 May 2014 09:24  
**To:** De Cani Richard (CORP)  
**Cc:** Christopher Tunnell; Tom Congrave ([REDACTED])  
**Subject:** GB

Hi

Further to Christopher Tunnell's email.

Could you let me know of a convenient time that I could call you to discuss the work and the transfer of documentation for review?

**Michael Thompson**

Associate | Planning, Policy & Economics

**Arup**

t [REDACTED] d [REDACTED]  
f +44 121 213 3001 m [REDACTED]  
[www.arup.com](http://www.arup.com)

---

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [REDACTED];  
[REDACTED] [Wainberg Simon](#)  
**Subject:** Re: GB: Marine GI Procurement  
**Date:** 13 October 2014 14:22:35

---

Just to confirm this is an acceptable way forward and use of the TfL contribution

Richard

---

**From:** Anthony Marley [mailto:[REDACTED]]  
**Sent:** Monday, October 13, 2014 09:31 AM  
**To:** Mike Glover <[REDACTED]>  
**Cc:** De Cani Richard (CORP); Wilson Tony (Planning); Vicki Hope <[REDACTED]> Paul Morrison <[REDACTED]>; Marjan Gholamalipour <[REDACTED]> David Owen <[REDACTED]> Greg Harris <[REDACTED]> Francis Archer <[REDACTED]>  
**Subject:** Re: GB: Marine GI Procurement

Mike

Subject to the TfL money this seems workable and sensible.

In anticipation, can you identify who you'd like to approach with the specification and limitations vicki provided last week to seek a price.

Thanks

Anthony Marley MSc MIET MAPM  
Project Director, Garden Bridge Trust,  
South Wing, Somerset House, Strand, London, WC2R 1LA

t: [REDACTED]  
m: [REDACTED]  
e: [REDACTED]

On 12 Oct 2014, at 20:02, Mike Glover <[REDACTED]> wrote:

Richard/Tony,

On the basis of separate conversations on Friday, I believe we have a way forward on the procurement of the GB Marine GI, as summarised below:

- The Client for the GI will be the Garden Bridge Trust,

- The supervising engineer will be Arup, who will specify, procure and administer the awarded contract.

GBT will be funded for this work by an advance of the TfL monies allocated to the project.

This approach has the advantages of:

- Detaches the GB project from the Silvertown project which has its own administration, timescale and priorities,

<!--[if !supportLists]-->• <!--[endif]-->GBT being able to move forward with its own specification, overall timescale and procurement immediately,  
<!--[if !supportLists]-->• <!--[endif]-->And perhaps most of all, GBT are seen by the construction industry as being the Client/Contracting entity going forward on all contracts, which will dispel some concerns in the Industry that the GBT is not a viable contracting entity – an item not to be understated in promoted confidence in the project with the PQQ documents released last Friday.

Clearly there is detail to work through but is the above what you understand the approach to be?

I'm eager to get our people focused on this approach, so confirmation soonest would be appreciated.

Regards  
Mike

---

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**From:** [Alex Gardner](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Clara Yeung](#); [Vaughan Sutton](#); [Wilson Tony \(Planning\)](#); [Gavin Wicks](#)  
**Subject:** RE: GBT for 30 April.ppt  
**Date:** 30 April 2014 17:02:09  
**Attachments:** [20140430\\_GBT\\_DMD\\_FRCST.pptx](#)

---

Richard,

Please find attached PowerPoint slides as requested to feed into your presentation. We will forward a link to a MassMotion video shortly.

Clara produced our slides and is coordinating our demand forecast work, so is best placed to answer any initial queries.

Kind regards,

**Alex Gardner**

Planner | Transport Planning

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

t [REDACTED] d [REDACTED]  
f +44 20 7755 9012

[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 29 April 2014 10:24  
**To:** Wilson Tony (Planning); Crispin Rees; 'Bee Emmott'; Vaughan Sutton; Wainberg Simon  
**Subject:** GBT for 30 April.ppt

All – ahead of the meeting with Trustees and Coin Street this week, I have put together from information provided a short presentation which deals with the live issues. It needs a lot of work and in particular there is an upfront slide on visitor numbers that needs input from you Vaughan – hopefully this is self explanatory and all available ? This needs to be simple, accurate and something the Trust is happy with so would appreciate some input today.

Vaughan – if you and the team could look at the first slide – in summary, we need

- Annual demand and benchmarking evidence
- Annual profile showing seasonality and evidence why
- Detail of the peak periods
- Detail of current numbers
- Assumptions around existing and new trips for the GB
- Distrib of trips
- Areas of greatest additional pressure because of GB

Something on mass motion – what it is – when it is available and what it will do etc

Thanks Richardsd

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [REDACTED]; [REDACTED]  
**Subject:** RE: Instructions for further design work  
**Date:** 19 October 2014 20:11:03  
**Attachments:** [140915 GB Multi-Disciplinary Leaders Meeting.pdf](#)

---

Richard,

Thank you for your note. Totally committed to anything which gives comfort and assurance.

It was that reason that we produced and issued the list of design development the team was embarking on in early September; the list was discussed at the weekly design team management meeting on 15 September, and included in the notes; a copy is attached for ease of reference. I trust you can understand why some of us are a bit nonplussed by the apparent surprise about the issues surrounding some of them.

These items were believed to be design development - indeed a catch-up on the items that had not been finalised/completed for the planning stage; but clearly there are differences of opinion on this which have to be closed-out urgently.

But we are where we are, and if the view on these items has changed in the last month then we will do what is necessary to comply. It would help to close-out these matters if Tony and Anthony could revisit the list and advise the GBT position on them, eg design development or a design change - you will note there is a column for that purpose on the listing. If any of the items is considered a design change then we will formalise them within the process already agreed to seek approval.

It would greatly help progress and remove any ambiguity if that could be done soonest - perhaps as part of our weekly design team management meeting tomorrow afternoon.

Mike

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

**From:** De Cani Richard (CORP) [[mailto:\[REDACTED\]](#)]  
**Sent:** 17 October 2014 12:55  
**To:** [REDACTED]; Mike Glover  
**Cc:** Wilson Tony (Planning); [REDACTED]; [REDACTED]  
**Subject:** Instructions for further design work

All - given where we are with the project with a clear timetable for planning and procurement and a plan for transition of roles from TfL to the GBT, we have established a clearer process for agreeing additional design work at this stage.

I will let Anthony and Tony explain the detail but in summary, TfL will only pay for design work that has been agreed in advance. This means agreement by both GBT and TfL in accordance with a clear process.

As the contractual arrangement is with TfL and Arup and not directly with HS we would expect all requests for additional design work to be via Arup.

I am sure this won't cause any concern to the team but it does mean payment of invoices is directly related to the work agreed in advance. So no agreement - no payment.

Anthony and Tony can provide more detail on the process.

Thanks Richard

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Hopson Peter \(Op Property\)](#); [Chester Neil](#); [Phillip Hall-Patch](#)  
**Cc:** [Bee Emmott](#); [Francis Archer](#); [Vaughan Sutton](#); [Marjan Gholamalipour](#)  
**Subject:** RE: ITV  
**Date:** 13 March 2014 15:13:43  
**Attachments:** [South landing IBMITV alternative.pdf](#)  
[South landing Bernie Spain alternative.pdf](#)  
[South landing River+IBMITV.PDF](#)

---

Richard,

Re your point 2 below, I attach site plans showing extent of hoarding lines, extent of tree removal and indicative position of tower cranes for each of the three options for access to the south landing site, namely

1. IBM/ITV Access Road: our base proposal and preferred option, produces the smallest site establishment footprint and keeps Queens Walk open.
2. Bernie Spain Gardens: involves closure of Kings Walk and impacts on operation of Gabriel's Wharf, and produces the largest site establishment footprint.
3. IBM/ITV (for concrete pumping and building material access) combined with enhanced river access: least favoured and most expensive option, and if Queens Walk kept open poses some severe public safety issues generated by the increased lifting from river to site over the Walk which will be enclosed in a crash-deck.

As to timing:

- Since the site is required to service construction of the bridge as well as the south landing building, the site hoarding for the full site will be erected in late 2015 and taken down immediately prior to opening in late spring 2018.
- The construction of the building itself is likely to commence in late 2016 and be completed in early 2018.

I hope the above and attachments gives you sufficient for your meeting with ITV. More than happy to talk you through any particular detail

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 13 March 2014 11:07  
**To:** Hopson Peter (Op Property); Mike Glover; Chester Neil; Phillip Hall-Patch  
**Cc:** Bee Emmott  
**Subject:** ITV

All – I am going to the ITV meeting tomorrow – they have two principal concerns

1. – they don't like the design of the southern landing – they think it is too large and too detrimental to their future plans
2. – they are concerned about our construction

So we need some material to take to this meeting

1 – plans that show

- A – how we have reduced the length to align with future north-south routes through their site
- B – designed it to be a flexible space that can respond to a number of different external contexts (removal of services to rear etc)
- C – show some of this flexibility in relation to their future plans

Phil – I believe you have all of this

2 – for this, I need some simple phasing plans that show the extent of any potential impact on the ITV estate – Mike ?

Bee – can you confirm who is going pls

Thanks        Richard

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Stuart Wood](#)  
**Cc:** [Wilson Tony \(Planning\)](#)  
**Subject:** RE: Lighting and Balustrade  
**Date:** 30 January 2014 23:53:45  
**Attachments:** [GardenBridgeArupChangeRequest.doc](#)

---

Richard,  
Good and timely note.

On both items, Lighting and Balustrade, the response to you, and ultimately the GBT, will be on the basis of aesthetics, technical and cost considerations. The team understand that we now need to be designing to a budget, within a balance of technical and aesthetics issues. However, our decisions going forward have to be documented and approved.

The attached Change Request proforma which we wish to implement going forward which will record change going forward from the Stage C Report. Can we note this at the Management Meeting tomorrow? I'll send a copy to Paul M.

This is the process we wish to formally apply going forward.

Regards  
Mike

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 30 January 2014 18:21  
**To:** Stuart Wood; Mike Glover  
**Cc:** Wilson Tony (Planning)  
**Subject:** Lighting and Balustrade

Stuart and Mike

Thomas called me yesterday to raise two issues – lighting and balustrade height. There are some key principles here we need to agree – we seem to be doing things in slightly the wrong order and trying to second guess things without the evidence.

This is where I think we need to be:

#### Lighting

We are still awaiting the Arup advice on lighting taking into account the competing requirements of the garden and the security concerns of the Police. This needs to cover who has asked for what, what do the appropriate standards say, what lighting standards have been applied to other similar environments, and where might any compromises need to be made by either side to achieve the right balance. We need this technical advice and then a discussion with the boroughs and police before any decisions are made about the lighting levels to be proposed at planning, and the design method of achieving those levels.

#### Balustrade

We have a balustrade at 1.15m in the planning drawings as our current assumption, but are mindful that the level of balustrades has been raised as a potential issue by TfL's Structures team who felt that 1.3m may be needed. Arup are to undertake a risk assessment with TfL's assistance to understand what level of balustrade should be provided bearing in mind the context of the garden.

So in both cases, there are no barriers or buffers we have hit – we are just awaiting evidence and information

from the design team to recommend to the Trust a way forward.

Can you advise when we will get this please ?

thanks

Richard

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**From:** [Marjan Gholamalipour](#)  
**To:** [Taylor-Ray Judy](#); [De Cani Richard \(CORP\)](#); [Chester Neil](#)  
**Subject:** RE: LIST: Garden Bridge Pre-Planning Event at Arup  
**Date:** 03 April 2014 10:32:22  
**Attachments:** [Garden Bridge Pre-Planning Event at Arup.doc](#)

---

Judy,

Please see my comments below in red.

Regards,  
Marjan

---

**From:** Taylor-Ray Judy [mailto:██████████]  
**Sent:** 03 April 2014 10:15  
**To:** De Cani Richard (CORP); Marjan Gholamalipour; Chester Neil  
**Subject:** RE: LIST: Garden Bridge Pre-Planning Event at Arup

I'll send from Richard's email if someone can let me have details. I'll need:

- Date **Thursday 15<sup>th</sup> of May**
- time – start/end **I think we can go for 5:30-8:30pm but please double check with Richard.**
  - 5:30 Reception/drinks**
  - 6:15 Presentation (by Richard, Thomas, Tristram?) and Q&A**
  - 7:00 I'd like to have a group 3D experience but it all depends if Trust can fund this, so we may not want to go into the details in the invite**
  - 7:30-8:30 networking, food/more drinks**
- venue – and any security arrangements **8 Fitzroy Street, London, W1T 4BJ**
- wording – for body text in invite **please ask Richard/Neil**
- full mailing list please see attached, **Richard- are you intending to invite the discipline leaders (Arup, HS, DPS) to this event? If so, I can send their email address to Judy**

Regards  
Judy

Judy Taylor-Ray

PA to Richard De Cani | Director - Transport Strategy and Planning | Transport for London  
10Y2 | Windsor House | 42-50 Victoria Street | London SW1H 0TL

██████████ | Auto: ██████████ | ██████████

---

**From:** De Cani Richard (CORP)  
**Sent:** 03 April 2014 10:06  
**To:** ██████████ Chester Neil  
**Cc:** Taylor-Ray Judy  
**Subject:** Re: LIST: Garden Bridge Pre-Planning Event at Arup

I am happy to send out

Richard

---

**From:** Marjan Gholamalipour [mailto: [REDACTED]]  
**Sent:** Thursday, April 03, 2014 09:17 AM  
**To:** De Cani Richard (CORP); Chester Neil  
**Subject:** FW: LIST: Garden Bridge Pre-Planning Event at Arup

Richard, Neil,

Who's best to send this invite out? I'm happy to do so if you want me but most of these people don't know me and I thought it might be best they receive the invite from someone they recognise?

Any thoughts?

Best,  
Marjan

---

**From:** Bee Emmott [mailto: [REDACTED]]  
**Sent:** 02 April 2014 12:20  
**To:** Marjan Gholamalipour  
**Subject:** FW: LIST: Garden Bridge Pre-Planning Event at Arup

Marjan

Please find attached invitees for the event from TfL's side. I will add GBT's contacts – probably another 10 or so. How does that work for numbers?

Currently I only have TH attending, but I am trying to rally some trustees. Will you be preparing an invite? If so, I will circulate it to the trustees as well.

Many thanks

Bee

---

**From:** Taylor-Ray Judy [mailto: [REDACTED]]  
**Sent:** 01 April 2014 14:14  
**To:** Bee Emmott  
**Subject:** FW: LIST: Garden Bridge Pre-Planning Event at Arup

Bee

Attached is our list of suggested invitees to the Pre-Planning event that Arup are organising.

Regards  
Judy

Judy Taylor-Ray

PA to Richard De Cani | Director - Transport Strategy and Planning | Transport for London  
10Y2 | Windsor House | 42-50 Victoria Street | London SW1H 0TL

[REDACTED] | Auto: [REDACTED] | [REDACTED]

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Tristram Carfrae](#)  
**Cc:** [Wilson Tony \(Planning\)](#); [Mike Glover](#)  
**Subject:** RE: Meeting with Dan Pearson  
**Date:** 25 March 2014 11:16:00

---

Tristram – go for option 1

Thanks Richard

---

**From:** Tristram Carfrae [mailto: [REDACTED]]  
**Sent:** 25 March 2014 10:08  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Mike Glover  
**Subject:** Meeting with Dan Pearson

Richard

I have arranged to meet Dan Pearson at Arup on Wednesday 2 April at 11.30am to ensure that he understands the importance of DPS supporting the Garden Bridge project.

I am happy to follow either of two options:

- 1 Arup (as his employer for the Garden Bridge project) to meet with Dan and then to report the outcomes to TfL for your consideration. You may then decide to meet with him as well.
- 2 You and/or Tony to join the meeting next week (which can be rearranged if this time doesn't suit)

Please let me know which option you would prefer to proceed with and if option 2, whether you are available for the meeting next week?

Many thanks

Tristram

**Tristram Carfrae**

Arup Fellow | Chairman Building Design

**Arup**

8 Fitzroy St London W1T 4BQ

**d** [REDACTED]

**f** +44 20 7755 2312

[www.arup.com](http://www.arup.com)

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED]  
**Cc:** [Wilson Tony \(Planning\)](#); [REDACTED]  
**Subject:** Re: Meeting with Dan Pearson  
**Date:** 02 April 2014 16:57:12

---

Tristram - thanks for letting me know. That all sounds fine.

Richard

---

**From:** Tristram Carfrae [mailto:[REDACTED]]  
**Sent:** Wednesday, April 02, 2014 04:51 PM  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Mike Glover <[REDACTED]>  
**Subject:** RE: Meeting with Dan Pearson

Richard,

Mike Glover and I met with Dan Pearson, Paul Vallance and Sarah Lindars of Dan Pearson Studio today in order to get reassurance that DPS was committed to the Garden Bridge project and had the resources available for its successful delivery. The team explained that while Peter Beardsley was the visible “front man” for Dan Pearson Studio, he was by no means acting alone but representing the views and work of the whole DPS team.

In future, Sarah Lindars, who has an intimate knowledge of the project and has attended several design team meetings in the past, will be the key point of contact for DPS and Dan himself will be available when necessary, for example to meet with Stakeholders. Dan, Paul and Sarah all displayed a sound and detailed knowledge of the project and all participated in a discussion on the pros and cons of different landscape procurement strategies.

Dan also repeated his apologies for the way in which Peter’s departure had been communicated to the team and in particular to TfL.

I am satisfied that DPS are wholly committed to the Garden Bridge and have the right people available to support the planning application process and subsequent landscape procurement.

Please let me know if you would like any further information or assurances.

Regards

Tristram

**Tristram Carfrae**  
Arup Fellow | Deputy Chairman

**Arup**  
8 Fitzroy St London W1T 4BQ  
d [REDACTED]  
f +44 20 7755 2312  
[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [mailto: [REDACTED]]  
**Sent:** 25 March 2014 11:17  
**To:** Tristram Carfrae  
**Cc:** Wilson Tony (Planning); Mike Glover  
**Subject:** RE: Meeting with Dan Pearson

Tristram – go for option 1

Thanks Richard

---

**From:** Tristram Carfrae [mailto: [REDACTED]]  
**Sent:** 25 March 2014 10:08  
**To:** De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning); Mike Glover  
**Subject:** Meeting with Dan Pearson

Richard

I have arranged to meet Dan Pearson at Arup on Wednesday 2 April at 11.30am to ensure that he understands the importance of DPS supporting the Garden Bridge project.

I am happy to follow either of two options:

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- 2 You and/or Tony to join the meeting next week (which can be rearranged if this time doesn't suit)

Please let me know which option you would prefer to proceed with and if option 2, whether you are available for the meeting next week?

Many thanks

Tristram

**Tristram Carfrae**

Arup Fellow | Chairman Building Design

**Arup**

8 Fitzroy St London W1T 4BQ

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Chester Neil](#); [redacted]; [Teuma Marisa; Wilson Tony \(Planning\)](#); [redacted];  
[redacted];  
[Cole Seren; Kedar Neil](#)  
**Subject:** Re: More community activity - please read  
**Date:** 16 October 2014 16:02:30

---

You don't mean July

---

**From:** Chester Neil  
**Sent:** Thursday, October 16, 2014 03:24 PM  
**To:** 'Karen Gibbons' <[redacted]>; Phillip Hall-Patch <[redacted]>;  
Marjan Gholamalipour <[redacted]>; Teuma Marisa; Wilson Tony (Planning);  
Bee Emmott <[redacted]>; Anthony Marley <[redacted]>;  
Bernadette O'Sullivan <[redacted]>; Crispin Rees  
<[redacted]>; James Doran <[redacted]>; Jane Hywood  
<[redacted]>; Adam Down <[redacted]>; Kirsty Maclean  
<[redacted]>; Erin Gill <[redacted]>; Henry Harris  
<[redacted]>; Stephanie McGibbon <[redacted]>; Cole Seren;  
Kedar Neil; De Cani Richard (CORP); James Doran <[redacted]>  
**Subject:** RE: More community activity - please read

Karen – what in the world is the Garden Bridge song?!?!?

---

**From:** Karen Gibbons [mailto:[redacted]]  
**Sent:** 16 October 2014 15:18  
**To:** Phillip Hall-Patch; Marjan Gholamalipour; Teuma Marisa; Chester Neil; Wilson Tony (Planning);  
Bee Emmott; Anthony Marley; Bernadette O'Sullivan; Crispin Rees; James Doran; Jane Hywood;  
Adam Down; Kirsty Maclean; Karen Gibbons; Erin Gill; Henry Harris; Stephanie McGibbon; Cole  
Seren; Kedar Neil; De Cani Richard (CORP); James Doran  
**Subject:** More community activity - please read

Everyone,

You have all been very supportive, but we are going to do some more Community activity over the next few weeks, and I would like to ask if you can join.

Shamelessly photogenic for PR and hopefully a bit of fun too!

1. Suggested date is Wednesday 29<sup>th</sup> July

Market stall with busking boy band.

Another stall but this time with a band playing the Garden Bridge song and also some lavender biscuits.

Flowers, graphics, postcards, visitors book, any ideas from you for something new?

Garden Bridge competition,  
prize?

2. Any Wednesday. 22<sup>nd</sup> October?

Take part in the Lambeth Kennington Park Wednesday walk. Just a short distance. We will be

meeting people, walking and promoting walking and health and well being message of the Garden Bridge.

3. 5 November – handing out postcards at the Lambeth Firework display?

I shall send some more ideas through, but an initial show of hands would be good.

I don't want to be on my own on the Garden Bridge Facebook/Twitter pages, please share with your colleagues.

Best, Karen

**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Tristram Carfrae](#); [Amy Lewis](#)  
**Cc:** [Taylor-Ray Judy](#)  
**Subject:** RE: Next Phase  
**Date:** 16 April 2014 21:06:31

---

Richard,  
A chat would be very timely.

Amy,  
Can you liaise with Judy and fix on a suitable time and date at Arup?

Regards  
Mike

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 16 April 2014 17:31  
**To:** Tristram Carfrae; Mike Glover  
**Cc:** Taylor-Ray Judy  
**Subject:** Next Phase

Both – could we arrange to have a chat about the next phase of work on the Garden Bridge – happy to come to arup for a chat

Perhaps when everyone is back after easter ?

Thanks Richard

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [Stuart Wood](#); [Chester Neil](#); [Phillip Hall-Patch](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Wilson Tony \(Planning\)](#)  
**Subject:** RE: Northbank - Garden Bridge  
**Date:** 14 October 2013 15:39:56

---

Neil,  
It is my schedule.

I also have a 9.00 meeting at Windsor House that morning. Is that still on? If so Phil and I will arrange cover – please advise.

Regards  
Mike

---

**From:** Stuart Wood [mailto: [REDACTED]]  
**Sent:** 14 October 2013 12:12  
**To:** Chester Neil; Mike Glover; Phillip Hall-Patch; De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning)  
**Subject:** RE: Northbank - Garden Bridge

Neil,

Unfortunately, both Thomas and I are away on the 5<sup>th</sup> so Phil will cover.

Stuart Wood  
Project Designer  
Head of Innovation

---

Heatherwick Studio  
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London  
WC1X 8BH  
Telephone: [REDACTED]  
[www.heatherwick.com](http://www.heatherwick.com)

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**From:** Chester Neil [mailto: [REDACTED]]  
**Sent:** 14 October 2013 11:59  
**To:** [REDACTED] Stuart Wood; Phillip Hall-Patch; De Cani Richard (CORP)  
**Cc:** Wilson Tony (Planning)  
**Subject:** Fw: Northbank - Garden Bridge

All

Please see email below from Northbank BID. They want a 10min presentation on the 5th

November. The BID is our access to the key players on the north side so this important.  
Mike - are you available?

Stuart - we spoke about this potentially being a Thomas meeting. Is he available? If not, can you deputise?

I'll discuss with Richard how he wants to play it but I suggest its a short and focused presentation from Arup/Heatherwick Studio - perhaps with the briefest of introductions from TfL.

Thanks

Neil

---

**From:** Nicki Palmer [mailto: [REDACTED]]  
**Sent:** Monday, October 14, 2013 11:11 AM  
**To:** Chester Neil  
**Subject:** RE: Northbank - Garden Bridge

Dear Neil

Further to Graham's email below I am really grateful that you are able to liaise with Arups for them to present at our next Board meeting on Garden Bridge. Their slot will be 1000 hrs on Tuesday 5 November 2013 hrs and they have a 10 minute allocation for the presentation followed by a maximum of 10 minutes for discussions/questions.

The meeting will be held in The Private Room "Gondoliers at the Savoy and your slot will be at 1000 hrs for 10 minutes followed by 10 minutes for discussions and questions.

I hope that is acceptable for you. Do please let me know the attendees from Arups so that I can advise the hotel in advance.

Please let me know if you have any queries.

Many thanks  
Nicki

---

**From:** King, Graham [mailto: [REDACTED]]  
**Sent:** 09 October 2013 10:27  
**To:** King, Graham; [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Northbank - Garden Bridge

Nicki

I raised this with TfL today and they are willing to present to your board.

I have copied this to Neil Chesters at TfL who you can finalise arrangements with.

TfL would also welcome any contacts you have with the representatives of the Arundel Great Court site as they need to have some detailed discussions with them this month. So if you can pass any contacts on that would be helpful.

Graham

Graham King



Head of Strategic Planning & Transportation.  
City Planning.  
Built Environment.  
City of Westminster.  
[Tel:](#) [REDACTED]

---

**From:** King, Graham  
**Sent:** Tuesday, October 08, 2013 12:23 PM  
**To:** Nicki Palmer <[REDACTED]>  
**Subject:** Re: Northbank - Garden Bridge

Nicki

I am seeing TfL tomorrow and will raise this then and get back to you.

Graham

Sent from Samsung Mobile

----- Original message -----

**From:** Nicki Palmer <[REDACTED]>  
**Date:** 08/10/2013 12:19 (GMT+00:00)  
**To:** "King, Graham" <[REDACTED]>  
**Subject:** Northbank - Garden Bridge

Hi Graham

I hope you're well.

I am in the process of arranging a Northbank Board meeting and Ruth would like it if Arup's were able to present on the above at the next meeting (which will be either 11 or 13 November but currently tbc!). Would you be good enough to give the necessary people the heads up and ask if they would be happy to do this for us?

Much look forward to hearing from you.

Kind regards

Nicki

Nicki Palmer  
Assistant to Ruth Duston | Northbank

E [REDACTED]  
T [REDACTED] | [REDACTED]  
F 0207 821 5022

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London SW1W 0QP  
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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [REDACTED] [French Alice](#); [Rumfitt Andy](#)  
**Cc:** [REDACTED]  
**Subject:** Re: Options  
**Date:** 07 May 2014 16:52:14

---

Michael - option 2 is meant to be "outside the central area" and option 4 "elsewhere in the central area"

So option 2 alternatives - east London/west London etc

Option 4 alternatives - nine elms

The answer in both cases is the same - both may be justified (and in fact supported elsewhere in the MTS and being pursued separately) but they don't meet the objectives set for the GB - eg, supporting central london etc - so not mutually exclusive

OK ?

Richard

---

**From:** Michael Thompson [mailto:[REDACTED]]  
**Sent:** Wednesday, May 07, 2014 04:23 PM  
**To:** French Alice; Rumfitt Andy; De Cani Richard (CORP)  
**Cc:** Christopher Tunnell <[REDACTED]> Tom Congrave  
<[REDACTED]>  
**Subject:** Options

Hi

I wonder if you clear up an apparent anomaly that has arisen in relation to the options:

The business case lists the options as:

1. Do nothing: No change to existing arrangements
- 2. New bridge elsewhere: Build a new pedestrian bridge in another part of London
- 3. Enhance/modify existing bridges in central London: Invest in improvements to the ambience of existing central London bridges, including planting if possible
- 4. New bridge elsewhere in central London: Build a new pedestrian bridge in another part of central London
- 5. New bridge between Temple and South Bank (no garden): Build a new simple footbridge between Temple and the South Bank
- 6. New Garden bridge between Temple and South Bank: Build a new bridge with a garden between Temple and the South Bank

On inspection the text supporting Options 2 and 4 seem to be identical

Option 2 – New bridge elsewhere

2.16.5 This option involves building a new footbridge elsewhere in London. The most likely

alternative locations, which are currently under consideration for new foot/cycle bridge, are to link the Nine Elms area of Vauxhall/Battersea with Pimlico, or to link Battersea to Fulham near Chelsea Harbour.

Option 4 – New bridge elsewhere in central London

2.16.12 This option involves building a new footbridge elsewhere in London. The most likely alternative locations, which are currently under consideration for new foot/cycle bridge, are to link the Nine Elms area of Vauxhall/Battersea with Pimlico, or to link Battersea to Fulham near Chelsea Harbour.

If the text is as written then they are duplicates and one should go.

There is an added complication in so far as the Eftec document are slightly different again based on 5 options:

- Do-nothing: no change to existing arrangements;
- Enhance Waterloo Bridge: change the layout of Waterloo Bridge, converting half of the surface area into a garden and pedestrian route, and keeping two traffic lanes;
- Extend Waterloo Bridge: create an additional structure with a garden and pedestrian route attached to the side of Waterloo Bridge;
- Garden Bridge (Temple to South Bank): create a new bridge with a garden and pedestrian route, linking between Temple station and the South Bank; and
- Garden Bridge (existing Blackfriars piers): create a new bridge with a garden and pedestrian route, using the existing bridge piers next to Blackfriars railway bridge

Please could you clarify what the options are as a matter of urgency.

**Michael Thompson**

Associate | Planning, Policy & Economics

**Arup**

t

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d

m

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Subject:** RE: Planning Docs  
**Date:** 23 April 2014 21:40:06  
**Attachments:** [RE The Garden Bridge - visit to ITV.msg](#)  
**Importance:** High

---

Richard, Acknowledged, but to be candid it would help if there were not changes to the agreed structure of the document at this stage to add to the already stack of twists and turns of strategy that have developed in the last few months on what is a very complex project. But rest assured the team remains focused on the task, but a bit of pragmatism would certainly help.

What would also help is the much delayed meeting with IBM on the preferred access. Heard nothing on this; has something been set up?

Judging by the positive tone of the e-mail exchange between Vaughan and Donna Uden (ITV) copy attached it seems we have created a positive liaison with them. Let's carry that through to IBM.

Best Regards  
Mike

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

From: De Cani Richard (CORP) [[mailto: \[REDACTED\]](#)]  
Sent: 23 April 2014 21:17  
To: Mike Glover  
Subject: Planning Docs

Mike - there is a lot of work to do to get the application docs in shape.

Richard

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**From:** [Michael Thompson](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Christopher Tunnell; Tom Congrave](#) ([REDACTED])  
[French Alice](#)  
**Subject:** RE: progress  
**Date:** 08 May 2014 13:12:10  
**Attachments:** [DRAFT RELEASE VERSION -ON CONCESSION -Garden Bridge Summary MJT 08.05.14.docx](#)

---

Hi Richard

Please see attached which is released on a concession basis. It is not reviewed and represents work in progress.

Matters arising are:

1. Issues arising over the format – forced page breaks mean the document is longer in places than needed;
2. We have had to interpret the blanks in the business plan as best we can;
3. I have not completed a first pass review of the text received this morning so it would not represent our final position.
4. Appraisal Summary Matrix has a lot of gaps in it and this reflects the information in the main business plan document.

### Michael Thompson

Associate | Planning, Policy & Economics

### Arup

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[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 08 May 2014 09:50  
**To:** Michael Thompson  
**Cc:** Christopher Tunnell; Tom Congrave ([REDACTED])  
([REDACTED]) French Alice  
**Subject:** RE: progress

Great – that will do

thanks

---

**From:** Michael Thompson [mailto:[REDACTED]]  
**Sent:** 08 May 2014 09:25  
**To:** De Cani Richard (CORP)  
**Cc:** Christopher Tunnell; Tom Congrave ([REDACTED])  
([REDACTED])  
**Subject:** RE: progress

Hi Richard

Will release a working draft (not reviewed) at 13:00 when in receipt of remaining section material. Nothing possible before then.

**Michael Thompson**

Associate | Planning, Policy & Economics

**Arup**

t [REDACTED] d [REDACTED]  
f +44 121 213 3001 m [REDACTED]  
[www.arup.com](http://www.arup.com)

---

**From:** De Cani Richard (CORP) [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 08 May 2014 08:40  
**To:** Michael Thompson  
**Cc:** French Alice; Rumfitt Andy  
**Subject:** progress

Michael – is there anything in draft form to have a quick look at today – doesn't matter if there are incomplete sections

Thanks Richard

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [Teuma Marisa](#); ["Bee Emmott"](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Phillip Hall-Patch](#)  
**Subject:** RE: Q&A for lambeth committee  
**Date:** 10 November 2014 21:44:13

---

Marisa,

Two minor points to get off my chest, because they keep coming up and get misrepresented:

**The Garden Bridge is expected to create employment for 250 full time equivalent (FTE) roles during construction. These roles will include apprentices who will learn invaluable new skills enabling them to build a career, or people with experience who may not be currently employed.**

I'm happy with the statement, but I trust that everybody in the team recognises that only a small number of these jobs will be local, particularly because this bridge is manufactured in large part elsewhere and the skills required are very specialised, ie specialist piling, steel erection and marine workers. But we will do what we can in training local people.

**The Transport Assessment shows that the existing conditions at the proposed south landing location are satisfactory on a Saturday peak period (scoring a B- using TfL's Pedestrian Comfort Assessment). With the peak Garden Bridge demand (including a 25% spike in predicted visitor numbers to reflect the demand in the opening year) and the assumption that all visitors to the bridge are in addition to those people already using the area this changes the score to a PCL of D. This is the very worst case scenario and most of the time the PCL will be C or above.**

Have never favoured using this series of statements- which are purely mathematical - because it is painting a not remotely conceivable scenario (a 100% increase in visitors) and giving it quantification, and then saying it will go from B- to D!. But then to make it worse we say the actual performance of the Queens Walk will be "C or above" is surely compounding the "virtual-reality" bad news, and I believe is incorrect – if we have to keep this statement, shouldn't it say "C or lower", ie less, since we are only increasing the visitors by circa 30% over a B- existing, which is very low.

Regards

Mike

---

From: Teuma Marisa [mailto:[\[REDACTED\]](#)]  
Sent: 10 November 2014 15:55  
To: 'Bee Emmott'; Chester Neil; De Cani Richard (CORP); Mike Glover; Phillip Hall-Patch  
Subject: Q&A for lambeth committee

Hi all,

Please find attached a Q+A for Lambeth committee tomorrow. We have put together answers to some questions that might come up.



Bee- can you circulate these to speakers please for their information.

Mike/Phil- We have decided to meet at the Ritzy Cinema Cafe/Bar at 6.30pm tomorrow night.

Regards,

Marisa

**Marisa Teuma**  
**Consents Advisor**  
**Consents Team**

📍 Transport for London  
Zone 10B3 Windsor House, 50 Victoria St, London SW1H 0TL

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**From:** [Mike Glover](#)  
**To:** [Paul Morrison](#); [Clon Ulrick](#)  
**Cc:** [Fielder David](#); [Saldanha Jason](#); [De Cani Richard \(CORP\)](#); [Yates Matthew \(TFL\)](#); [Wilson Tony \(Planning\)](#)  
**Subject:** RE: River  
**Date:** 11 February 2014 09:12:04

---

Paul

Further to our recent discussion, can you send me a scope for the river GI.

Clon,

We will also have some temporary works, ie trestles, campsheds, dolphins/monopiles and the potential jetties. Can you confirm to Paul where these are likely to be located so he can add this to the scope.

Regards

Mike

---

**From:** Saldanha Jason [mailto: [REDACTED]]  
**Sent:** 11 February 2014 09:01  
**To:** De Cani Richard (CORP); Yates Matthew (TFL); Wilson Tony (Planning)  
**Cc:** Fielder David; Mike Glover  
**Subject:** RE: River

A GI scope would be helpful i.e. how many boreholes, plus what other surveys in the river? An annotated location plan would be good.

Thanks Jason

---

**From:** De Cani Richard (CORP)  
**Sent:** 11 February 2014 08:52  
**To:** Saldanha Jason; Yates Matthew (TFL); Wilson Tony (Planning)  
**Cc:** Fielder David; 'Mike Glover'  
**Subject:** RE: River

Tony can advise but there are basically two columns

If it helps for arup to produce a simple spec then they can do this –copied to Mike Glover at arup to liaise with David Fielder at Atkins

Thanks Richard

---

**From:** Saldanha Jason  
**Sent:** 11 February 2014 08:48  
**To:** De Cani Richard (CORP); Yates Matthew (TFL)  
**Cc:** Fielder David  
**Subject:** RE: River

Richard, We'll investigate this as a priced option in the GI scope. Initially we'll try to get a feel from Atkins as to what the costs might for boreholes at the intermediate supports for Garden Bridge.

Regards Jason

---

**From:** De Cani Richard (CORP)  
**Sent:** 10 February 2014 17:14  
**To:** Saldanha Jason; Yates Matthew (TFL)  
**Subject:** River

Both – the River GI – what would be the incremental cost of moving it up west a bit to drill some holes for the G bridge ? Can we add this into the scope for an option to price pls ?

Thanks Richard

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Saldanha Jason](#); [Yates Matthew \(TFL\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Fielder David](#)  
**Subject:** RE: River  
**Date:** 11 February 2014 09:14:24

---

Richard  
Already being actioned.

Regards

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 11 February 2014 09:08  
**To:** Saldanha Jason; Yates Matthew (TFL); Wilson Tony (Planning)  
**Cc:** Fielder David; Mike Glover  
**Subject:** RE: River

Mike/Tony – can we knock something up

Thanks Richard

---

**From:** Saldanha Jason  
**Sent:** 11 February 2014 09:01  
**To:** De Cani Richard (CORP); Yates Matthew (TFL); Wilson Tony (Planning)  
**Cc:** Fielder David; 'Mike Glover'  
**Subject:** RE: River

A GI scope would be helpful i.e. how many boreholes, plus what other surveys in the river? An annotated location plan would be good.

Thanks Jason

---

**From:** De Cani Richard (CORP)  
**Sent:** 11 February 2014 08:52  
**To:** Saldanha Jason; Yates Matthew (TFL); Wilson Tony (Planning)  
**Cc:** Fielder David; 'Mike Glover'  
**Subject:** RE: River

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Thanks Richard

---

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**Cc:** Fielder David  
**Subject:** RE: River

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Regards Jason

---

**From:** De Cani Richard (CORP)  
**Sent:** 10 February 2014 17:14  
**To:** Saldanha Jason; Yates Matthew (TFL)  
**Subject:** River

Both – the River GI – what would be the incremental cost of moving it up west a bit to drill some holes for the G bridge ? Can we add this into the scope for an option to price pls ?

Thanks Richard

\*\*\*\*\*

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Marjan Gholamalipour](#)  
**Cc:** [Wainberg Simon](#); [REDACTED] [Marjan Gholamalipour](#)  
**Subject:** RE: Scope of Work up to the Contract Award  
**Date:** 30 September 2014 09:29:05  
**Attachments:** [FW GBR Re Garden Bridge - Landscape plant damage mitigation measures.msg](#)  
**Importance:** High

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Richard,

Totally agreed, and we have told the team that. And in that vein please see attached that I have just sent to head-off a much greater diversion of effort – Tony and Marisa are in the loop.

Regards

Mike

---

**From:** De Cani Richard (CORP) [mailto:[REDACTED]]  
**Sent:** 30 September 2014 09:17  
**To:** Mike Glover; Wilson Tony (Planning); Marjan Gholamalipour  
**Cc:** Wainberg Simon; [REDACTED]  
**Subject:** RE: Scope of Work up to the Contract Award

There are things we cant spend our money on – redesigning Chinese gardens for fundraising is one of them – we cant pay for that

---

**From:** Mike Glover [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 29 September 2014 23:21  
**To:** Wilson Tony (Planning); Marjan Gholamalipour  
**Cc:** Wainberg Simon; [REDACTED] De Cani Richard (CORP)  
**Subject:** RE: Scope of Work up to the Contract Award

Tony,

Noted. Rest assured that the great majority of these items are genuine design development, but some are not and on these we are not being passive. We will come back to you on these matters later this week – we share your concern on the pathways.

Regards

Mike

---

**From:** Wilson Tony (Planning) [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 29 September 2014 17:37  
**To:** Marjan Gholamalipour; Mike Glover  
**Cc:** Wainberg Simon; [REDACTED] De Cani Richard (CORP)  
**Subject:** RE: Scope of Work up to the Contract Award

Hi Marjan/Mike

As I'm sure you appreciate, there is a big difference between things which need further development because they need to be specified in more detail than before, that's part and parcel of design development and what we should be doing at this stage. Quite another is going back and changing things which have previously been frozen and signed off, such as the pathway layout, which was accepted by TfL and the Trust (not without misgivings – all the points being raised now are ones that we raised a year ago but the designers were adamant that the path layout in the planning application was the

only possible design concept acceptable). The meeting minutes blur the two – and if design changes are being snuck in alongside design development we will lose all control of cost, programme and stakeholder management.

Any material design changes to the frozen design signed off by TfL and the Trust, and included in the planning application, must not be worked on without a written instruction from TfL and the Trust to change the design, backed up by a written rationale and explanation of all the impacts including for cost, programme, and stakeholders. I attach the change control form put forward by Arup in January; no such instruction has yet been given on changing the principle of the path layout, and we will need to see any time spent on that deducted from the next invoice; that goes for the new Chinese garden idea too.

To be clear, we are saying this for important reasons; I am not keen on the current path layout, and maybe a Chinese garden would be a nice thing to do, but at this late stage we simply cannot make random changes to the design without thinking through the very significant implications of making such changes, for example:

- extra design cost, which could be abortive – does the client actually want it to change?
- reallocation of resources away from outstanding items which need attention before procurement
- extra burden on other parts of the team (e.g. Heatherwicks or DPS have been looking to introduce changes with big implications for Arup resource which are not costed in your proposal)
- planning complications – risk that planning permission is de-railed because the councils find that things they are approving have been superseded, especially if they affect any of the impact assessments
- stakeholder management – those who were happy with the previous design may not be happy with changes being made after their opportunity to comment on the planning application has passed
- changes require more stakeholder engagement – who will resource that? And does that engagement conflict with the need not to undermine planning?
- programme – timescales are already very tight, and introducing new changes will add delay

As to processing a variation, I will need:

- forecast of costs broken down by activity and Period;
- assurance on adherence to a design change control process, including (particularly!) from the sub-consultants

If the process of design change control is not respected I will be unable to justify expenditure to our public auditors and will be unable to help process any further payments

Regards,  
Tony

**Sent:** 26 September 2014 19:43  
**To:** Wilson Tony (Planning)  
**Cc:** Wainberg Simon; [REDACTED] Mike Glover  
**Subject:** RE: Scope of Work up to the Contract Award

Hi Tony,

Sorry you couldn't join us. We discussed this EWN and your concerns with Anthony and Simon today. I absolutely understand that you can only pay for the work which is agreed. The design HS are developing is in line with the earlier discussions we had with Anthony in the multi-disciplinary meeting on 15 September. Attached minutes, item 1.2 you can find a summary of our discussion with Anthony where we covered the items which require significant development. You can also find a table at the end of the minutes. This shows a list of all the items which are going through the significant design development. The change to the pathway was discussed in that meeting and since then added to the table. Hope this clarifies the situation but please don't hesitate to let me know if you need any further information.

As you are probably aware our current PO wouldn't cover the next invoice which is due mid-October. Please let me know if there is anything I can do to help with extending the PO.

Many thanks in advance,  
Marjan

Marjan Gholamalipour  
Senior Project Manager | Programme and Project Management

8 Fitzroy Street London W1T 4BJ

d [REDACTED] m [REDACTED]

[www.arup.com](http://www.arup.com)

---

**From:** Wilson Tony (Planning) [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 26 September 2014 11:30  
**To:** Marjan Gholamalipour; [REDACTED] Mike Glover  
**Cc:** Wainberg Simon  
**Subject:** RE: Scope of Work up to the Contract Award

Hi Marjan

Afraid I've been asked to pull out of this to do some other urgent work so I won't be able to make this meeting or Monday's – but the key thing is to get Anthony's views on the work programme. Richard is over with you at 1pm so please give him feedback then and he can bring any issues back

One point I was going to make is to stress again that we can only pay for work which is agreed – I heard yesterday that Heatherwicks have been working on design changes to the new path arrangements again which have not been agreed with us. I don't know whether this is a large or small amount of time/money but it is a timely example of where they have started changing the planning design without an instruction to do so, directly in contradiction of our instructions at the DTM two weeks previously on this very point, and you mentioned in your email last night about other potentially material changes.



We cannot spend public money recklessly, and I'm sure the Trust does not want to have to find more money as it will all be subtracted from the balance we can hand over to them. We need an agreed change control/instruction from both us and the Trust that says they need to make a change to the agreed design, so could you please that is understood across the team. I really don't want us to end up in a position where we cannot approve your invoices because Heatherwicks have been going off on a tangent changing the frozen design instead of focussing on the outstanding issues.

Regards,  
Tony

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**From:** [De Cani Richard \(CORP\)](#)  
**To:** [Kedar Neil](#); ["Mike Glover"](#); [Chester Neil](#); [Parr Billy](#)  
**Cc:** [Wilson Tony \(Planning\)](#); ["Francis Archer"](#); ["Marjan Gholamalipour"](#); ["Clon Ulrick"](#); ["Stephanie McGibbon"](#); ["Claire Beedle"](#); ["Mark Morris"](#); ["Nick Higgs"](#); ["Tristram Carfrae"](#); [Cole Seren](#); [Teuma Marisa](#); [Giesler Nick](#)  
**Subject:** RE: Ship Movements : HQS Wellington and St Katherine  
**Date:** 01 May 2014 08:17:00

---

Just to add – we have a meeting with the various boat people and temple in a couple of weeks and we need to be very clear at that meeting what the current position is and what work will be done to determine a final solution that secures their agreement

It is absolutely clear that the wellington want to move for all sorts of reasons not just the bridge

Richard

---

**From:** Kedar Neil  
**Sent:** 30 April 2014 22:03  
**To:** 'Mike Glover'; Chester Neil; Parr Billy  
**Cc:** De Cani Richard (CORP); Wilson Tony (Planning); 'Francis Archer'; 'Marjan Gholamalipour'; 'Clon Ulrick'; 'Stephanie McGibbon'; 'Claire Beedle'; 'Mark Morris'; 'Nick Higgs'; 'Tristram Carfrae'; Cole Seren; Teuma Marisa; Giesler Nick  
**Subject:** RE: Ship Movements : HQS Wellington and St Katherine


Mike

We are all working to that assumption, which is absolutely fine, but the EIA team still need to deal with the subtleties of the EIA Directive which we will do tomorrow. I personally think it is not a huge issue for the EIA, but the 'Alternatives' section, where we will deal with this is, the one area that is always subject to the most scrutiny for potential objectors. We will have it covered, so no problem, but we (the EIA team) need to completely reduce/remove the risk of how we report it, which is what we are doing. As I said, we will not be reporting that the option has been 'rejected' but merely subject to further discussion. We will resolve tomorrow and hopefully not lose too much sleep over it.

Glad we are now finalising resolution on this.

Neil

---

**From:** Mike Glover [<mailto:>   
**Sent:** 30 April 2014 21:52  
**To:** Chester Neil; Parr Billy  
**Cc:** De Cani Richard (CORP); Wilson Tony (Planning); Francis Archer; Marjan Gholamalipour; Clon Ulrick; Stephanie McGibbon; Claire Beedle; Mark Morris; Nick Higgs; Tristram Carfrae; Cole Seren; Kedar Neil; Teuma Marisa  
**Subject:** RE: Ship Movements : HQS Wellington and St Katherine

Neil,

And that is exactly what I have said in the first line of my note, ie "The Garden Bridge Planning Application will proceed on the basis that both ships remain in their current locations, but that means of relocating either one or both of the ships will be pursued". The planning and environmental teams are working to that script, and this has been restated to them.

But for the project to move forward the wider team have to prepare for the move of the

HQS Wellington, and check out the constraints on a move of the St Katherine (ie fire). And that is what we are doing to protect the long term programme of the project, unless you advise us not to.

I'm now very glad I wrote the note because we are in danger of losing a sense of reality in what is required to achieve this project; the planning approval is a vital part of that but it has to be recognised that it is a means to an end and not an end in itself.

So to restate that we are proposing no change to the strategy for the planning application; indeed we are all supporting it. But we need to move the project on.

Regards  
Mike

---

**From:** Chester Neil [<mailto:> ██████████]  
**Sent:** 30 April 2014 21:28  
**To:** Parr Billy; Mike Glover  
**Cc:** De Cani Richard (CORP); Wilson Tony (Planning); Francis Archer; Marjan Gholamalipour; Clon Ulrick; Stephanie McGibbon; Claire Beedle; Mark Morris; Nick Higgs; Tristram Carfrae; Cole Seren; Kedar Neil; Teuma Marisa  
**Subject:** RE: Ship Movements : HQS Wellington and St Katherine

Thanks for clarifying Billy.

Mike,

As discussed on Friday, it has to remain the position that whilst there are agreed challenges with not moving the vessels we are working towards a solution to the anchor array issue and to leave the Wellington in situ. I acknowledge that this will require agreement with the Wellington and this might not be forthcoming based on current discussions. However, we haven't explored all options and exhausted all discussions. I understand that it is preferable to move the vessels and that work will continue to that end and to obtain the appropriate commitment from Temple. But our current position is robust and reasonable for the planning applications given the current state of negotiations.

The above is the current position being adopted by all those working on the planning applications. A change in this project position articulated to the planning and EIA team (or an open change in stance with stakeholders) would have repercussions for the current submission.

Thanks

Neil

---

**From:** Parr Billy  
**Sent:** 30 April 2014 21:03  
**To:** ██████████  
**Cc:** De Cani Richard (CORP); Wilson Tony (Planning); Chester Neil; ██████████  
██████████; ██████████; ██████████; ██████████; ██████████  
**Subject:** Re: Ship Movements : HQS Wellington and St Katherine

Mike

Thanks for setting out the position. We are all agreed on what is presented in the main planning submission (ie neither vessel moves).

Just to be clear, we do not yet have commitment from Temple that they are happy for the Wellington to be relocated. Rather their position seems to have shifted and this is something we will seek to clarify at our meeting on 13th.

In the meantime - and indeed until we have confirmation of a consensus amongst all parties - we should continue to explore the option for relocation of the St Katharine also. This includes completion of the fire evacuation work, so that we know if it is a feasible option should we ever have to come back to it.

Thanks

Billy

---

**From:** Mike Glover [<mailto:> ██████████]  
**Sent:** Wednesday, April 30, 2014 07:54 PM  
**To:** Parr Billy  
**Cc:** De Cani Richard (CORP); Wilson Tony (Planning); Chester Neil; Francis Archer  
<██████████> Marjan Gholamalipour <██████████> Clon  
Ulrick <██████████>; Stephanie McGibbon <██████████> Claire  
Beedle <██████████>; Mark Morris <██████████> Nick Higgs  
<██████████>; Tristram Carfrae <██████████>

**Subject:** Ship Movements : HQS Wellington and St Katherine

Billy,

The Garden Bridge Planning Application will proceed on the basis that both ships remain in their current locations, but that means of relocating either one or both of the ships will be pursued.

Further to our discussion earlier this week about movement of the ships, I confirm that now you have a commitment from the Upper and Middle Temple that the HQS Wellington can be moved permanently to the east end of the Temple Steps we are proceeding with our engineering and costing activities on this basis; the St Katherine will remain at its current location.

The alternative of leaving the HQS Wellington in its current location is not considered practical. The reason being that because of the position of the fore anchor array for the HQS Wellington, for it to remain in its current location a means of protecting these anchors or to replace these anchors with an alternative mooring system would need to be derived and agreed with the occupiers of the ship. However even with these works installed, the cost and programme impacts would be severe, and gaining approval of the occupiers would be difficult to achieve.

There are no similar physical interfaces with the St Katherine, although the space between it and the Garden Bridge will severely limit construction access from the west, but a workable albeit constrained construction strategy can be conceived.

We have adjusted the Risk Register and the Cost Plan to reflect this basis. We also confirmed this in our meeting with Paul Morrell yesterday. We are also making plans to remobilise the design and planning resources to produce the Planning Application and Listed Structure Application for this work. An EWN will be sent for your consideration.

I hope the above suitably confirms our discussion and the actions we propose to take this forward.

Regards  
Mike

---

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**From:** [Mike Glover](#)  
**To:** [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#); [Anthony Marley](#) [REDACTED]  
**Cc:** [Parr Billy](#); [Saldanha Jason](#); [Paul Morrison](#); [Vicki Hope](#)  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs  
**Date:** 04 September 2014 12:49:52  
**Importance:** High

---

Tony,

Paul and Vicki are getting the bids from Atkins to analyse and review the costs. Rest assured we are treating this as an urgent action.

Regards

Mike

---

**From:** Wilson Tony (Planning) [mailto:[REDACTED]]  
**Sent:** 04 September 2014 10:05  
**To:** De Cani Richard (CORP); Anthony Marley ([REDACTED])  
**Cc:** Parr Billy; Mike Glover; Saldanha Jason  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Not sure at this point, Arup will need to take a look at the detail in the bids and compare with the estimate to see what is driving the differences in cost – Mike, can you ask Paul Morrison to liaise with Atkins as appropriate and report back. Keep us in the loop as necessary but it is helpful if the subject experts talk to one another directly.

Regards,  
Tony

---

**From:** De Cani Richard (CORP)  
**Sent:** 04 September 2014 09:32  
**To:** Wilson Tony (Planning); Anthony Marley ([REDACTED])  
**Cc:** Parr Billy; 'Mike Glover'; Saldanha Jason  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Why are they so much higher ?

---

**From:** Wilson Tony (Planning)  
**Sent:** 04 September 2014 09:27  
**To:** Anthony Marley ([REDACTED]) De Cani Richard (CORP)  
**Cc:** Parr Billy; 'Mike Glover'; Saldanha Jason  
**Subject:** FW: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Anthony/Richard

The tender returns for the GI have come in, and are much higher for GB than the original forecast we were given; the lowest is £1.1M and the highest almost £1.6M. This compares with a forecast cost of £600,000.

Can you please advise whether this survey is still something you wish to proceed with now at these costs?

Regards,  
Tony

**Tony Wilson | Transport Planning Manager**  
**TfL Planning, Transport for London**

T: [REDACTED] Auto: [REDACTED] E: [REDACTED]  
A: 10th Floor, Windsor House, 42-50 Victoria Street,  
London SW1H 0TL

---

**From:** Saldanha Jason  
**Sent:** 03 September 2014 19:24  
**To:** Parr Billy; Wilson Tony (Planning)  
**Subject:** Fw: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Billy and Tony

Please see below tender prices submitted for GI works and note higher than expected costs for Garden Bridge.

The tender evaluation will progress but we will need confirmation that funding is in place for Garden Bridge and approval to proceed. Pls can you raise with Garden Bridge Trust to expedite a decision.

Regards Jason

---

**From:** Marshall, Mark R [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** Wednesday, September 03, 2014 06:19 PM GMT Standard Time  
**To:** Saldanha Jason  
**Cc:** Rajadurai Mohan; Nowak, Paul <[REDACTED]> Robson, Andy  
<[REDACTED]>  
**Subject:** FW: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Jason,

Please find below the headline no.s for the GI Works for both Silvertown and Garden Bridge. The prices are subject to an arithmetic check as noted below and a potential challenge on various billed items.

Two of the three Silvertown prices would appear to be in line with what we were expecting, (£600k + 25% contingency as advised by P.Nowak email 22/05/14 @ 12:18) although the Garden Bridge works are much higher !! I will follow up with Paul and advise on any queries we will be seeking clarification on through the Tender assessment process.

As discussed yesterday in the RD Progress mtg, we are now looking to arrange the tender interviews for the middle/end of next week and would appreciate confirmation on the intentions for Garden Bridge in advance.

**Regards,**  
**Mark Marshall**  
Highways & Transportation

Tel: [REDACTED]

---

From: Nowak, Paul  
Sent: 03 September 2014 17:17  
To: Marshall, Mark R

Cc: Miles, Simon R; Radford, Tracey

Subject: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Mark,

Further to our telephone conversation earlier, the received prices for the three tender submissions are summarised in the table below.

As two tenders were received this afternoon, the [REDACTED] and [REDACTED] tender sums are subject to an arithmetic check.

	Silvertown	Garden Bridge	Total
[REDACTED]	£816,684.26	£1,488,538.77	£2,305,223.03
[REDACTED]	£714,913.75	£1,577,426.40	£2,272,340.15
[REDACTED]	£752,241.25	£1,104,306.39	£1,856,547.64

Regards,

Paul

**Paul Nowak**  
Chief Geotechnical Engineer, Ground Engineering

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75 years of design, engineering and project management excellence

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**To:** [Wilson Tony \(Planning\)](#); [De Cani Richard \(CORP\)](#); "[Anthony Marley](#)" [REDACTED]  
**Cc:** [Parr Billy](#); [Saldanha Jason](#); [Paul Morrison](#); [Vicki Hope](#); [Marjan Gholamalipour](#)  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs  
**Date:** 05 September 2014 13:32:04

---

Tony,

We have had a brief review of the tenders, and are contacting Atkins to discuss actions, but a summary of the position is:

- The tender estimate was based on rates from GI we have carried out in the past year over water in docklands. These combined rates (i.e. cost for the GI) are similar to those assumed by Atkins; we wish to understand from the contractors the differential in these rates.
- The Silvertown GI has a substantial land-based component, whereas the GB GI is entirely marine based, hence the impact of any inflation in marine GI costs will be much less for Silvertown.
- The scope of the GB GI includes items that are now either no longer required (eg move of St Katherine) or have been reduced; removal of these items will reduce the cost of the GI.
- The tenders are not entirely consistent with each other and require a degree of scrutiny which we will discuss with Atkins with a view to discussion with the preferred tenderer.
- Subject to the above and being able to meet with the preferred tenderer, we will aim to have a revised tender price by the end of next week, or at least an estimate.

Hope this gives you sufficient update: Vicki Hope will be leading this for us.

Regards

Mike

---

**From:** Wilson Tony (Planning) [mailto:[REDACTED]]  
**Sent:** 04 September 2014 13:26  
**To:** Mike Glover; De Cani Richard (CORP); 'Anthony Marley' ([REDACTED])  
**Cc:** Parr Billy; Saldanha Jason; Paul Morrison; Vicki Hope  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Thanks,  
Tony

---

**From:** Mike Glover [mailto:[REDACTED]]  
**Sent:** 04 September 2014 12:49  
**To:** Wilson Tony (Planning); De Cani Richard (CORP); Anthony Marley ([REDACTED])  
**Cc:** Parr Billy; Saldanha Jason; Paul Morrison; Vicki Hope  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs  
**Importance:** High

Tony,

Paul and Vicki are getting the bids from Atkins to analyse and review the costs. Rest assured we are treating this as an urgent action.

Regards

Mike

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**Sent:** 04 September 2014 10:05  
**To:** De Cani Richard (CORP); Anthony Marley ([REDACTED])  
**Cc:** Parr Billy; Mike Glover; Saldanha Jason  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

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Regards,  
Tony

---

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**Sent:** 04 September 2014 09:32  
**To:** Wilson Tony (Planning); Anthony Marley ([REDACTED])  
**Cc:** Parr Billy; 'Mike Glover'; Saldanha Jason  
**Subject:** RE: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Why are they so much higher ?

---

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**Sent:** 04 September 2014 09:27  
**To:** Anthony Marley ([REDACTED]) De Cani Richard (CORP)  
**Cc:** Parr Billy; 'Mike Glover'; Saldanha Jason  
**Subject:** FW: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Anthony/Richard

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Regards,  
Tony

**Tony Wilson | Transport Planning Manager**  
**TfL Planning, Transport for London**

T: [REDACTED] Auto: [REDACTED] E: [REDACTED]  
A: 10th Floor, Windsor House, 42-50 Victoria Street,  
London SW1H 0TL

---

**From:** Saldanha Jason  
**Sent:** 03 September 2014 19:24  
**To:** Parr Billy; Wilson Tony (Planning)  
**Subject:** Fw: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Billy and Tony

Please see below tender prices submitted for GI works and note higher than expected costs for

Garden Bridge.

The tender evaluation will progress but we will need confirmation that funding is in place for Garden Bridge and approval to proceed. Pls can you raise with Garden Bridge Trust to expedite a decision.

Regards Jason

---

**From:** Marshall, Mark R [mailto: [REDACTED]]  
**Sent:** Wednesday, September 03, 2014 06:19 PM GMT Standard Time  
**To:** Saldanha Jason  
**Cc:** Rajadurai Mohan; Nowak, Paul < [REDACTED] > Robson, Andy  
**Subject:** FW: Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Jason,

Please find below the headline no.s for the GI Works for both Silvertown and Garden Bridge. The prices are subject to an arithmetic check as noted below and a potential challenge on various billed items.

Two of the three Silvertown prices would appear to be in line with what we were expecting, (£600k + 25% contingency as advised by P.Nowak email 22/05/14 @ 12:18) although the Garden Bridge works are much higher !! I will follow up with Paul and advise on any queries we will be seeking clarification on through the Tender assessment process.

As discussed yesterday in the RD Progress mtg, we are now looking to arrange the tender interviews for the middle/end of next week and would appreciate confirmation on the intentions for Garden Bridge in advance.

**Regards,**  
**Mark Marshall**  
Highways & Transportation

Tel: [REDACTED]

---

**From:** Nowak, Paul  
**Sent:** 03 September 2014 17:17  
**To:** Marshall, Mark R  
**Cc:** Miles, Simon R; Radford, Tracey  
**Subject:** Silvertown Tunnel & Garden Bridge Ground Investigation - Summary of received costs

Mark,

Further to our telephone conversation earlier, the received prices for the three tender submissions are summarised in the table below.

As two tenders were received this afternoon, the [REDACTED] and [REDACTED] tender sums are subject to an arithmetic check.

---

	Silvertown	Garden Bridge	Total
	£816,684.26	£1,488,538.77	£2,305,223.03
	£714,913.75	£1,577,426.40	£2,272,340.15
	£752,241.25	£1,104,306.39	£1,856,547.64

Regards,

Paul

**Paul Nowak**

Chief Geotechnical Engineer, Ground Engineering

**ATKINS**

75 years of design, engineering and project management excellence

Woodcote Grove, Ashley Road, Epsom, Surrey KT18 5BW | Tel: [REDACTED] | Fax: +44 (0) 1372 754499 |

Mob: [REDACTED]

Email: [REDACTED] | Web: [www.atkinsglobal.com](http://www.atkinsglobal.com)

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Tristram Carfrae](#)  
**Subject:** RE: supplier performance survey for Q3 (Oct-Dec) 2013  
**Date:** 01 May 2014 18:55:50

---

Richard,

Thank you for following this up, and the opportunity to set the record straight.

Mike

---

**From:** De Cani Richard (CORP) [mailto:████████████████████]  
**Sent:** 01 May 2014 16:37  
**To:** Mike Glover  
**Cc:** Tristram Carfrae  
**Subject:** RE: supplier performance survey for Q3 (Oct-Dec) 2013

Mike – the Q4 survey is about to come about and we will evaluate based on the recent performance – which has been good

Richard

---

**From:** Mike Glover [mailto:████████████████████]  
**Sent:** 29 April 2014 17:53  
**To:** De Cani Richard (CORP)  
**Cc:** Tristram Carfrae  
**Subject:** FW: supplier performance survey for Q3 (Oct-Dec) 2013

As discussed we don't think that this is a correct reflection of our performance on this project. It is rather demotivating to receive this and has wider implications for our future work with TfL. Can we discuss, bearing in mind that we have to write an improvement plan according to TfL Group.

Best Regards  
Mike

---

**From:** Mark Gaby  
**Sent:** 29 April 2014 13:06  
**To:** Francis Archer  
**Cc:** Mike Glover  
**Subject:** FW: supplier performance survey for Q3 (Oct-Dec) 2013

Francis

As discussed – attached are the results of the 2013/Q3 TfL Supplier Performance Survey.

As a bit of background – TfL carry out these surveys quarterly for every supplier on the Engineering and PM Framework (survey covers framework and non-framework projects) – our relative performance against other suppliers is included in a 'league table' which is published by TfL – poor performing suppliers (less than 2) get a letter from the commissioner!!

You will see that the Garden Bridge project did not score that well – the comments are included

on the attached for your review.

TfL have requested that we provide an improvement plan (essentially how we plan to address the issues raised and move them forward to resolve in as quick a timeframe as possible) – note that this improvement plan is a TfL Group requirement and is not necessarily required by the TfL Project team you are working with – nonetheless we are required to produce and agree with your TfL team and TfL Group

Have a look through and get back to me if you have any queries

Rgds

Mark

**Mark Gaby**

Associate Director | TfL Account Manager  
[REDACTED]

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

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f +44 20 7755 2121 m [REDACTED]

[www.arup.com](http://www.arup.com)

---

**From:** TFL [[mailto:\[REDACTED\]](mailto:[REDACTED])]  
**Sent:** 10 April 2014 14:51  
**To:** Duncan Wilkinson; Mark Gaby; Shirley Brooks; Julia Brown; Terry Hamilton-Jenkins  
**Subject:** FW: supplier performance survey for Q3 (Oct-Dec) 2013

---

**From:** Bourke Mark [REDACTED]  
**Sent:** Thursday, April 10, 2014 2:50:24 PM  
**To:** TFL  
**Subject:** supplier performance survey for Q3 (Oct-Dec) 2013  
**Auto forwarded by a Rule**

For the attention of Mark Gaby

Please find attached our collaboration pack with the results of the supplier performance survey for Q3 ( Oct-Dec 2013). You have a good response rate and are scoring well except for one contract which will require an improvement plan.

If you wish to discuss any aspect of the results or the relationship with TfL generally, please let me know and I can arrange a convenient time to catch up.

Regards

Mark

Mark Bourke | Supplier Relationship Manager | Commercial Services  
Transport for London | 16th Floor Windsor House 42-50 Victoria Street London SW1H  
OTL  
Tel: [REDACTED] | Mobile: [REDACTED] | E-mail: [REDACTED]

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**From:** [Gavin Wicks](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Marjan.Gholamalipour](#); [Alex Gardner](#); [Clara Yeung](#); [Martin Reed](#); [Vaughan Sutton](#); [Mike Glover](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Claire Beedle](#); [Stephanie McGibbon](#)  
**Subject:** RE: Temple  
**Date:** 26 June 2014 15:09:27  
**Attachments:** [20140626 - Middle Temple Pedestrian note - for review.pdf](#)

---

Richard

Further to your email to Vaughan please find attached a draft note for your review. This covers the basic principle of how the pedestrian movement was derived and what are the estimated volumes of pedestrians heading towards Middle Temple. The note also includes some additional material, a short review of the signage and look and feel of the pedestrian access to Middle Temple from Temple Place. This should set in context the low number of pedestrian movements estimated to route through Middle Temple. It has been kept concise and references back to the TA where additional information might be required rather than repeat it.

I hope the attached is clear. Please let me know if you would like any clarifications or additions to the note.

Regards

Gavin

**Gavin Wicks**

Senior Transport Engineer | Transport Planning

**Arup**

13 Fitzroy Street London W1T 4BQ United Kingdom

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f +44 20 7755 3671

www.arup.com

---

**From:** De Cani Richard (CORP) [[mailto:\[REDACTED\]](mailto:[REDACTED])]

**Sent:** 16 June 2014 16:43

**To:** Vaughan Sutton

**Cc:** Wilson Tony (Planning); Chester Neil; [REDACTED]

**Subject:** Templ

Vaughan - Anthony and I attended a meeting with the Middle and Inner temple representatives today. They have appointed Savills to represent them. We discussed in the round the number of people walking through the temple – which is the primary concern for them – part problem, part blessing.

I said we would send them a short note which took extracts from the TA and summarised how many additional people at different times of the day/week we expected to walk through the Temple. Would your team be able to produce a short note for us please which summarises this – ideally by the end of this week ?

Many thanks Richard

\*\*\*\*\*

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**From:** [Gavin Wicks](#)  
**To:** [De Cani Richard \(CORP\)](#)  
**Cc:** [Marjan Gholamalipour](#); [Alex Gardner](#); [Clara Yeung](#); [Martin Reed](#); [Vaughan Sutton](#); [Mike Glover](#); [Wilson Tony \(Planning\)](#); [Chester Neil](#); [Claire Beedle](#); [Stephanie McGibbon](#)  
**Subject:** RE: Temple  
**Date:** 24 July 2014 17:08:55  
**Attachments:** [20140630 - Middle Temple Pedestrian note - rev1.pdf](#)

---

Richard

Following a prompt from Neil please find attached the revised Temple Place note. Many apologies I thought this had been sent across to you, but it was sitting in the drafts folder of my email for some reason.

The text has been revised to try and emphasise Middle Temple as a destination in its own right but still emphasises that with current signage it is unlikely to attract a lot of the bridge visitors unless they have a specific reason to be there. Also added is a plan that illustrates the route and indicative volume of pedestrian movements along Arundel Street and two broad sensitivity tests to demonstrate the effect on pedestrian comfort levels with the peak hour flow doubled and quadrupled.

If you have any questions on the attached please let me know.

Regards

Gavin

---

**From:** Gavin Wicks  
**Sent:** 30 June 2014 09:51  
**To:** 'De Cani Richard (CORP)'  
**Cc:** Marjan Gholamalipour; Alex Gardner; Clara Yeung; Martin Reed; Vaughan Sutton; Mike Glover; Wilson Tony (Planning); Chester Neil; Claire Beedle; Stephanie McGibbon  
**Subject:** RE: Temple

Richard


That should not be a problem to change context and alter the tone slightly. The addition of sensitivity test(s) and a plan are straightforward enough.

I should be able to get this back across to you Wed/Thur (we have been asked to produce a similar note for the South landing area for discussion with Coin St for Tuesday) is this ok?

Regards

Gavin

---

**From:** De Cani Richard (CORP) [<mailto:>   
**Sent:** 27 June 2014 17:03  
**To:** Gavin Wicks  
**Cc:** Marjan Gholamalipour; Alex Gardner; Clara Yeung; Martin Reed; Vaughan Sutton; Mike Glover; Wilson Tony (Planning); Chester Neil; Claire Beedle; Stephanie McGibbon

**Subject:** RE: Temple

Gavin – thanks

We need to strike the right balance here.

The temple want more people but not too many.

They want them at certain times but not others

Ultimately if they don't like what they are getting, they shut the gate

So at the moment the note reads like the temple is insignificant as a destination

There will be people who want to visit the temple who come off the GB – this is positive as far as temple is concerned. We need to acknowledge their unique buildings (temple church, middle temple hall etc) and recognise there will be a demand for movement to see these but clearly this is not going to generate negative impacts they are worried about. At the moment it dismisses the temple and they wont like that

So the numbers may not be different – but the tone and context needs to change a bit

Also – can we include a series of sensitivities - eg, “if there were twice as many as this – or five times as many – this would still only be...”

I also think a map that illustrates the more direct routes up Arundel etc for commuters going north is more direct etc

So could we add these bits in and get a revised version back next week ?

Thanks Richard

---

**From:** Gavin Wicks [<mailto:> [REDACTED]]  
**Sent:** 26 June 2014 15:09  
**To:** De Cani Richard (CORP)  
**Cc:** Marjan Gholamalipour; Alex Gardner; Clara Yeung; Martin Reed; Vaughan Sutton; Mike Glover; Wilson Tony (Planning); Chester Neil; Claire Beedle; Stephanie McGibbon  
**Subject:** RE: Temple

Richard

Further to your email to Vaughan please find attached a draft note for your review. This covers the basic principle of how the pedestrian movement was derived and what are the estimated volumes of pedestrians heading towards Middle Temple. The note also includes some additional material, a short review of the signage and look and feel of the pedestrian access to Middle Temple from Temple Place. This should set in context the low number of pedestrian movements estimated to route through Middle Temple. It has been kept concise and references back to the TA where additional information might be required rather than repeat it.

I hope the attached is clear. Please let me know if you would like any clarifications or

additions to the note.

Regards

Gavin

**Gavin Wicks**

Senior Transport Engineer | Transport Planning

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---

**From:** De Cani Richard (CORP) [[mailto:\[REDACTED\]](mailto:[REDACTED])]

**Sent:** 16 June 2014 16:43

**To:** Vaughan Sutton

**Cc:** Wilson Tony (Planning); Chester Neil; [REDACTED]

**Subject:** Templ

Vaughan - Anthony and I attended a meeting with the Middle and Inner temple representatives today. They have appointed Savills to represent them. We discussed in the round the number of people walking through the temple – which is the primary concern for them – part problem, part blessing.

I said we would send them a short note which took extracts from the TA and summarised how many additional people at different times of the day/week we expected to walk through the Temple. Would your team be able to produce a short note for us please which summarises this – ideally by the end of this week ?

Many thanks Richard

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**From:** [Mike Glover](#)  
**To:** [Bee Emmott](#); [De Cani Richard \(CORP\)](#)  
**Cc:** [Parr Billy](#); [Stuart Wood](#)  
**Subject:** RE: Trustees Presentation  
**Date:** 07 October 2013 22:01:24

---

OK, thank you for the heads-up.  
Regards

---

**From:** Bee Emmott [mailto: ]  
**Sent:** 07 October 2013 18:18  
**To:** Mike Glover;   
**Cc:** ; Stuart Wood  
**Subject:** RE: Trustees Presentation

Just spoke to Paul Morrell.

Mike – could you arrive at tomorrow’s meeting at 3.15 as opposed to 2.45? That would allow the Trust to discuss the Trust set up etc first and then move on to the consultant team presentation? I will ask Dan Pearson Studio to do the same.

Stuart – same for you – so you don’t have to sit through it all!

Richard obviously TfL needed from the beginning.

Many thanks

Bee

---

**From:** Bee Emmott  
**Sent:** 07 October 2013 17:38  
**To:** 'Mike Glover';   
**Cc:** ; Stuart Wood  
**Subject:** RE: Trustees Presentation

Hi all

Just to note – Stuart will represent Heatherwick Studio as Thomas is attending the meeting in the role of Founding Member of the Garden Bridge Trust.

Currently we have no Dan Pearson Studio attending – they are going to let me know if anyone can make it asap tomorrow morning.

Many thanks

Bee

---

**From:** Mike Glover [mailto: ]  
**Sent:** 07 October 2013 17:14  
**To:**   
**Cc:** ; Bee Emmott  
**Subject:** Trustees Presentation  
**Importance:** High

Richard

I believe Bee has relayed my discussion with her earlier today on the scope of the presentation, viz:

- An overview by Thomas of the project and particularly to describe particular items under development, eg the landings,
- Dan Pearson to describe the landscaping principles
- I would focus on the current issues, the generic overall project programme and the Stage C cost estimate, as per the attached slides; not much room for the excitement of engineering challenge, but I'm sure that will come through in the presentation!!

Comments would be well received.

Regards

Mike

---

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**From:** [Mike Glover](#)  
**To:** [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#)  
**Cc:** [Chester Neil](#); [Francis Archer](#); [Mark Morris](#); [Jan Wilson](#); [Paul Couchman](#); [Marjan Gholamalipour](#); [Phillip Hall-Patch](#); ["Stuart Wood"](#)  
**Subject:** Soffit Material Options - Summary Report  
**Date:** 08 December 2013 22:30:06  
**Attachments:** [report on soffit material MG Rev2 update.docx](#)

---

Richard,

As discussed on Friday the attached Memo summarises the conclusions we have reached on the selection of soffit material.

We have concluded that the bonded plate option is the most attractive option considering the balance of project objectives of aesthetics, market competition, technical performance, constructability and maintainability.

Since the Trustee Board Meeting is fast approaching, I have sent a copy of the summary report to Paul Morrell, as advanced information.

Regards  
Mike

---

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**From:** [Paul Couchman](#)  
**To:** [Barbara Marino](#); [Clon Ulrick](#); [Francis Archer](#); [Ian Wilson](#); [Mark Morris](#); [Mike Glover](#); [Stephanie McGibbon](#); [Tom Armour](#); [Tristram Carfrae](#); [Vaughan Sutton](#); [French Alice](#); [Parr Billy](#); [Taylor-Ray Judy](#); [marisa teuman](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [stuart wood](#)  
**Cc:** [Marjan Gholamalipour](#)  
**Subject:** UPDATE: Garden Bridge Meetings Calendar  
**Date:** 17 June 2013 11:54:24  
**Attachments:** [Garden Bridge Meeting Calendar 17 June 13.xlsx](#)

---

Reflecting on the purpose and sequence of meetings, and to keep the number of meetings to a functional minimum, the proposed Friday Meetings have been removed as they would duplicate the function of the other scheduled meetings. Apologies for any confusion. A revised meeting schedule is attached – please disregard the version sent on Friday 14 June 18:09.

Paul

---

**From:** Paul Couchman  
**Sent:** 14 June 2013 18:09  
**To:** Barbara Marino; Clon Ulrick; Francis Archer; Ian Wilson; Mark Morris; Mike Glover; Stephanie McGibbon; Tom Armour; Tristram Carfrae; Vaughan Sutton; [REDACTED]; [REDACTED]; [REDACTED]; 'marisa teuman'; [REDACTED]; 'Richard de Cani'; 'tony wilson'; 'stuart wood'  
**Cc:** Marjan Gholamalipour  
**Subject:** Graden Bridge Meetings Calendar

Please find attached an updated meeting calendar which currently runs to the end of February 2014.

There is a new weekly placeholder for a technical surgery on Wednesday's the requirement, topics and attendees for which will be determined at the weekly Multi-Discipline Leaders Meeting on Monday afternoon.

The second worksheet gives a high level terms of reference for each meeting, who attends and when/where it takes place.

Paul Couchman

---

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**From:** [Paul Couchman](#)  
**To:** [French Alice](#); [Parr Billy](#); [Taylor-Ray Judy](#); [Teuma Marisa](#); [Chester Neil](#); [De Cani Richard \(CORP\)](#); [Wilson Tony \(Planning\)](#); [Paul Vallance](#); [Peter Beardsley](#); [Andrew Taylor](#); [stuart wood](#)  
**Subject:** Updated Project Contact List  
**Date:** 04 July 2013 13:40:59  
**Attachments:** [Garden Bridge Project Contact Details 4 July 13.xlsx](#)

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