



## Bridge House Estates Board

**Date:** WEDNESDAY, 22 FEBRUARY 2023

**Time:** 11.00 am

**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL / MICROSOFT TEAMS

**Members:** Deputy Dr Giles Shilson (Chair)  
Paul Martinelli (Deputy Chair)  
Deputy Henry Colthurst  
Deputy Simon Duckworth (Chief Commoner)  
Alderman Professor Emma Edhem  
Alderman Alison Gowman  
Judith Pleasance  
Deputy Henry Pollard  
Deputy Nighat Qureishi  
Deputy James Thomson

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### Accessing the virtual public meeting

Members of the public can observe all virtual public meetings of the City of London Corporation by following the below link:

<https://www.youtube.com/@CityofLondonCorporation/streams>

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

Whilst we endeavour to livestream all of our public meetings, this is not always possible due to technical difficulties. In these instances, if possible, a recording will be uploaded following the end of the meeting.

**Lunch will be served in the Guildhall Club at 1.00pm.**

**Ian Thomas  
Town Clerk & Chief Executive**

# AGENDA

*NB: Certain non-contentious matters for information have been marked \* with recommendations anticipated to be received without discussion, unless the Chair or Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.*

## Part 1 - Public Agenda

### Strategy and Governance

**1. APOLOGIES**

**2. MEMBERS' DECLARATION UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

**3. MINUTES**

To agree the public minutes and non-public summary of the meeting held on 15 November 2022.

**For Decision**  
(Pages 7 - 16)

**4. OUTSTANDING ACTIONS\***

Report of the Town Clerk

**For Information**  
(Pages 17 - 18)

**5. MANAGING DIRECTOR'S UPDATE REPORT**

Report of the Managing Director of Bridge House Estates (BHE)

**For Decision**  
(Pages 19 - 26)

**6. RETROSPECTIVE REVIEW OF JOINT PHILANTHROPY STRATEGY 2018 - 2023**

Report of the Managing Director of BHE

**For Discussion**  
(Pages 27 - 46)

### Finance

**7. TREASURY MANAGEMENT STRATEGY STATEMENT AND ANNUAL INVESTMENT STRATEGY 2023/24**

Report of the Chamberlain

**For Decision**  
(Pages 47 - 90)

8. **UPDATE ON BHE CONTINGENCY FUNDS\***  
Report of the BHE & Charities Finance Director (representing the Chamberlain)

**For Information**  
(Pages 91 - 96)

**Ancillary Object - Charitable Funding**

9. **ALLIANCE PARTNERSHIPS - THE BARING FOUNDATION (HUMAN RIGHTS BASED APPROACHES)**  
Report of the Managing Director of BHE

**For Decision**  
(Pages 97 - 104)

10. **MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD\***  
To note the public minutes and non-public summary of the Grants Committee of the BHE Board meeting on 5 December 2022.

**For Information**  
(Pages 105 - 114)

**Other**

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT**

12. **EXCLUSION OF THE PUBLIC**  
**MOTION** – With the Court of Common Council for the City Corporation as Trustee of Bridge House Estates (Charity No. 1035628) having decided to treat these meetings as though Part VA and Schedule 12A of the Local Government Act 1972 applied to them, it now be moved that the public be excluded from the meeting for the following items of business on the grounds that their consideration will in each case disclose exempt information of the description in paragraph 3 of Schedule 12A, being information relating to the financial and business affairs of any person (including the City Corporation as Trustee of the charity) which it would not be in the charity's best interests to disclose.

**For Decision**

**Part 2 - Non-Public Agenda**

**Strategy and Governance**

13. **NON-PUBLIC MINUTES**  
To agree the non-public minutes of the meeting held on 15 November 2022.

**For Decision**  
(Pages 115 - 122)

**14. NON-PUBLIC APPENDIX - MANAGING DIRECTOR'S UPDATE REPORT\***

*To be considered in conjunction with the report at Item 5.*

**For Information**  
(Pages 123 - 124)

**15. BRIDGE HOUSE ESTATES - CONFLICTS OF INTERESTS POLICY**

Report of the Managing Director of BHE

**For Decision**  
(Pages 125 - 134)

**16. BHE RISK MANAGEMENT PROTOCOL AND PRINCIPAL RISK REGISTER**

Report of the BHE Chief Operating Officer

**For Decision**  
(Pages 135 - 156)

**17. BHE HIGH LEVEL BUSINESS PLAN 2023/24**

Report of the Managing Director of BHE

**For Decision**  
(Pages 157 - 166)

**Finance**

**18. 2023/24 BHE BUDGET AND FINANCIAL FORECASTS**

Report of the Managing Director of BHE and the BHE & Charities Finance Director

**For Decision**  
(Pages 167 - 180)

**19. BHE CONTINGENCY FUND REQUEST 2022/23 - BHE AND CITY OF LONDON  
POLICE INSTITUTIONAL SERVICE LEVEL AGREEMENT (SLA)**

Report of the BHE Chief Operating Officer

**For Decision**  
(Pages 181 - 188)

**Primary Object - Bridges**

**20. FINDINGS AND RECOMMENDATIONS FROM THE CITY OF LONDON PUBLIC  
PROTECTION STUDY**

Report of the Deputy Town Clerk

**For Decision**  
(Pages 189 - 204)

**21. TOWER BRIDGE FIRE SUPPRESSION SYSTEM REPLACEMENT AND IMPROVEMENT - GATEWAY 1 AND 2**

Report of the Managing Director of BHE and the City Surveyor

**For Decision**  
(Pages 205 - 296)

**22. TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE\***

Report of the Managing Director of BHE and the City Surveyor

**For Information**  
(Pages 297 - 316)

**Ancillary Object - Charitable Funding**

**23. NON-PUBLIC MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD\***

To note the non-public minutes of the Grants Committee of the BHE Board meeting on 5 December 2022.

**For Information**  
(Pages 317 - 320)

**Investments**

Financial Investments

**24. BHE: INVESTMENTS PERFORMANCE MONITORING TO 31 DECEMBER 2022\***

Report of the Chamberlain

**For Information**  
(Pages 321 - 358)

Property Investments

**25. BHE INVESTMENT PROPERTY MONITORING REPORT: RENT ESTIMATES, DELEGATED AUTHORITIES, RENT REVIEW / LEASE RENEWALS, VOIDS\***

Report of the City Surveyor

**For Information**  
(Pages 359 - 368)

**26. HORACE JONES HOUSE - GATEWAY 4 PROGRESS REPORT\***

Report of the Managing Director of BHE and the City Surveyor

**For Information**  
(Pages 369 - 380)

## Other

**27. DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY\***

Report of the Town Clerk

**For Information**  
(Pages 381 - 386)

**28. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE BOARD AND ANY OTHER BUSINESS THAT THE CHAIR CONSIDERS URGENT AND WHICH THE BOARD AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

### Part 3 - Confidential Agenda

**29. SECURITY UPDATE**

Report of the BHE Chief Operating Officer

**For Discussion**

**30. CONFIDENTIAL MINUTES OF THE GRANTS COMMITTEE OF THE BHE BOARD\***

To note the confidential minutes of the Grants Committee of the BHE Board meeting on 5 December 2022.

**For Information**