



## Bridge House Estates Board

**Date:** WEDNESDAY, 5 JULY 2023

**Time:** 1.45 pm

**Venue:** COMMITTEE ROOMS, WEST WING, GUILDHALL AND VIA MICROSOFT TEAMS (PRIVATE HYBRID MEETING)

**Members:** Deputy Dr Giles Shilson (Chair)  
Paul Martinelli (Deputy Chair)  
Deputy Henry Colthurst  
Deputy Simon Duckworth  
Alderman Professor Emma Edhem  
Alderman Alison Gowman  
John Griffiths  
Deborah Oliver  
Deputy Nighat Qureishi  
Deputy James Thomson

**Enquiries:** Joseph Anstee  
[joseph.anstee@cityoflondon.gov.uk](mailto:joseph.anstee@cityoflondon.gov.uk)

**N.B. Part of this meeting may be subject to audio-visual recording.**

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

**Ian Thomas CBE  
Town Clerk & Chief Executive**

# AGENDA

## Part 1 - Private Agenda

### Governance

1. **APOLOGIES**
2. **MEMBERS' DECLARATION UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the private minutes of the meeting held on 15 May 2023.  

**For Decision**  
(Pages 5 - 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 Information**  
(Pages 19 - 26)
6. **BHE RISK MANAGEMENT PRINCIPAL RISK REGISTER AND BRIDGES RISK REGISTER**  
Report of the BHE Chief Operating Officer  

**For Decision**  
(Pages 27 - 48)
7. **TECHNICAL ADJUSTMENTS TO THE PROCUREMENT CODE - BHE**  
Report of the Chief Operating Officer  

**For Decision**  
(Pages 49 - 52)

## Primary Object - Bridges

8. **BLACKFRIARS BRIDGE PARAPET REFURBISHMENT AND BRIDGE RE-PAINTING - GATEWAY 5 ISSUE**  
Report of the Executive Director, Environment  

**For Discussion**  
(Pages 53 - 70)
9. **TOWER BRIDGE CONDITION SURVEY - SUMMARY REPORT**  
Report of the City Surveyor  

**For Information**  
(Pages 71 - 76)
10. **TOWER BRIDGE SERVICE TRENCHES REFURBISHMENT - GATEWAY 5**  
Report of the Executive Director, Environment  

**For Decision**  
(Pages 77 - 86)
11. **TOWER BRIDGE HV SYSTEM REPLACEMENT AND INCREASING RESILIENCE - GATEWAY 5 PROGRESS REPORT\***  
Joint report of the Managing Director of BHE and the City Surveyor  

**For Information**  
(Pages 87 - 108)
12. **TOWER BRIDGE FULL YEAR BUSINESS PERFORMANCE REPORT 2022/2023**  
Report of the BHE Chief Operating Officer  

**For Information**  
(Pages 109 - 118)
13. **TOWER BRIDGE BUSINESS DEVELOPMENT PLAN**  
Report of the BHE Chief Operating Officer  

**For Decision**  
(Pages 119 - 126)

## Ancillary Object - Charitable Funding

14. **MINUTES OF THE FUNDING COMMITTEE OF THE BHE BOARD\***  
To note the draft public and non-public minutes of the meeting of the Funding Committee of the BHE Board meeting on 12 June 2023.  

**For Information**  
(Pages 127 - 138)

## Investments

15. **MINUTES OF THE INVESTMENT COMMITTEE OF THE BHE BOARD\***  
To note the draft private minutes of the Investment Committee of the BHE Board meeting on 19 June 2023.

**For Information**  
(Pages 139 - 146)

## Finance

16. **CROWE EXTERNAL AUDIT PLAN FOR BHE**  
Report of the BHE & Charities Finance Director

**For Information**  
(Pages 147 - 188)

17. **CONTINGENCY UPDATE**  
Report of the BHE & Charities Finance Director

**For Decision**  
(Pages 189 - 192)

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

## Part 2 - Confidential Agenda

19. **CONFIDENTIAL MINUTES**  
To agree the confidential minutes of the meeting held on 15 May 2023.

**For Decision**

20. **BRIDGE HOUSE ESTATES TARGET OPERATING MODEL UPDATE**  
Report of the BHE Chief Operating Officer

**For Information**

*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.*