



City Bridge Foundation Board

Private Agenda
Wednesday, 4 February 2026



Bridging London,
Connecting Communities



CITY BRIDGE
FOUNDATION



Date: WEDNESDAY, 4 FEBRUARY 2026

Time: 11.00 am

Venue: THE NORTH TOWER LOUNGE, TOWER BRIDGE, TOWER BRIDGE RD, SE1 2UP AND VIA MICROSOFT TEAMS (PRIVATE HYBRID MEETING)

POLITE REMINDER: Members are asked to meet at 9:45am at the Tower Bridge Engine Rooms, Tower Bridge Rd, London, SE1 2UP for the tour of the Tower Bridge Visitor Attraction preceding the meeting.

Members: Deputy Paul Martinelli (Chair)
Simon Duckworth OBE DL (Deputy Chair)
Alderman Alison Gowman CBE
Deputy Deborah Oliver
Deputy Henry Pollard
Alderman Simon Pryke
Deputy Nighat Qureishi
Dr Giles Shilson OBE
Deputy James Thomson CBE
Campbell Middleton
Santosh Singh
Sue Threader

Enquiries: Callum Southern
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N.B. Part of this meeting may be subject to audio-visual recording.

Ian Thomas CBE
Town Clerk & Chief Executive
City of London Corporation (Trustee)

Simon Latham
Acting Managing
Director of City Bridge
Foundation

AGENDA

Private Agenda

1. APOLOGIES

2. DECLARATIONS OF INTEREST

3. MINUTES

To agree the minutes of the meeting held on 26 November 2025.

For Decision
(Pages 7 - 14)

a) Minutes of the Investment Committee *

To note the non-public minutes of the CBF City Bridge Foundation (CBF).
Investment Committee meeting held on 19 November 2025.

For Information
(Pages 15 - 20)

b) Minutes of the Funding Committee *

To note the public and non-public minutes of the CBF Funding Committee
meeting held on 2 December 2025.

For Information
(Pages 21 - 32)

4. OUTSTANDING ACTIONS *

Report of the Town Clerk.

For Information
(Pages 33 - 34)

5. CBF BOARD FORWARD PLAN *

Report of the Town Clerk.

For Information
(Pages 35 - 36)

6. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY ***
Report of the CBF Operations Director.

For Information
(Pages 37 - 40)

7. **MANAGING DIRECTOR'S REPORT**
Report of the Acting Managing Director of CBF.

For Information
(Pages 41 - 52)

Strategy & Governance

8. **CBF OVERARCHING BUSINESS PLAN 2026-2031**
Report of the CBF Operations Director.

For Decision
(Pages 53 - 76)

9. **CBF BUDGET AND FINANCIAL FORECASTS 2026-27**
Report of the Acting Managing Director of CBF and the CBF Finance Director.

For Decision
(Pages 77 - 92)

10. **CBF BOARD GOVERNANCE ARRANGEMENTS 2026/27**
Report of the CBF Operations Director.

For Decision
(Pages 93 - 104)

11. **CBF RISK APPETITE & PRINCIPAL RISK REGISTER UPDATE**
Report of the CBF Operations Director.

For Decision
(Pages 105 - 110)

Finance

12. **CBF MANAGEMENT ACCOUNTS AS AT 31 DECEMBER 2025**
Report of the CBF Finance Director.

For Information
(Pages 111 - 128)

Primary Object - Bridges

13. BRIDGE INSPECTION AND CONSULTANCY CONTRACTS
Report of the Executive Director, Environment.

For Decision
(Pages 129 - 142)

14. TOWER BRIDGE CRITICAL INCIDENT AND TRAUMA SUPPORT POLICY UPDATE
Report of the Director of Tower Bridge.

For Information
(Pages 143 - 148)

Ancillary Object - Charitable Funding

15. EMERGENCY FUND
Report of the CBF Chief Funding Director.

For Decision
(Pages 149 - 152)

16. STRATEGIC TRANSITION AWARD: DISABILITY JUSTICE FUND
Report of the CBF Chief Funding Director.

For Decision
(Pages 153 - 162)

17. STANDING WITH LONDONERS: UPDATE ON ROLLOUT AND IMPLEMENTATION
Report of the CBF Chief Funding Director.

For Information
(Pages 163 - 172)

City Corporation/ Other

18. COL EEDI STRATEGIC FRAMEWORK UPDATE
Report of the Chief Strategy Officer.

For Information
(Pages 173 - 200)

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

Confidential Agenda

20. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 26 November 2025.

For Decision

a) **Confidential Funding Committee Minutes ***

To note the *draft* confidential minutes of the Funding Committee of the City Bridge Foundation Board meeting held on 2 December 2025.

For Information

21. **BRIDGES CONSULTANCY COMMISSION - GAP ANALYSIS**

Report of the CBF Operations Director.

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.*