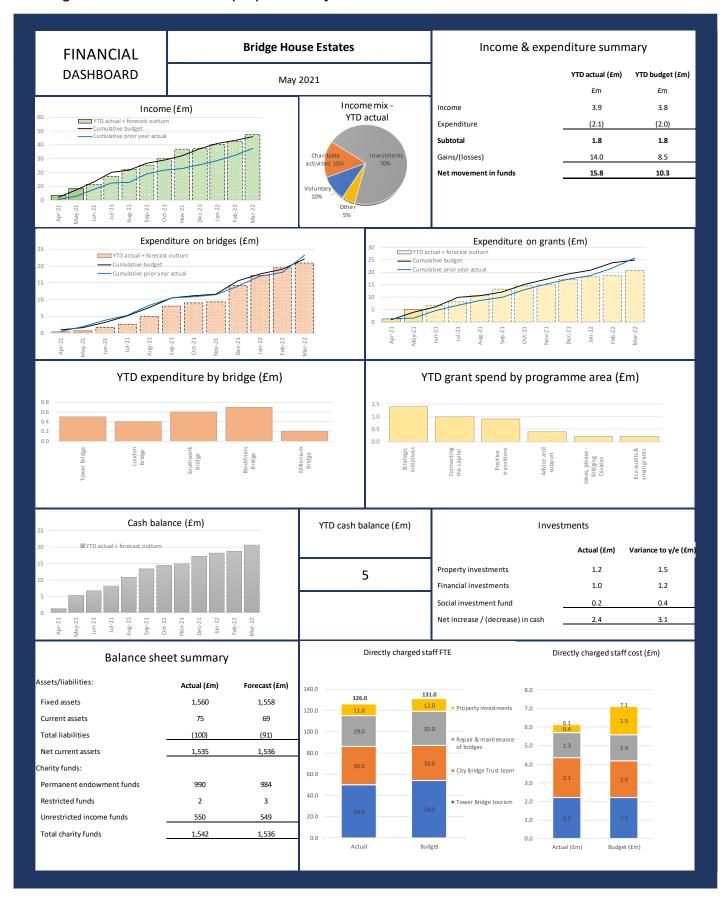
Appendix A - Proposed BHE financial reporting dashboard and management accounts

N.B. Figures are for illustrative purposes only.



Draft report: top-level summary as at 31/03/21

Statement of Financial Activities

| Income |
|--|
| Expenditure |
| Gains/(losses) on investments/pension scheme |
| Net movement in funds |
| Funds b/f as 01 April 2020 |
| Total funds c/f |

Funds of the charity:

Permanent endowment funds Restricted funds Designated funds Free reserves Total charity funds

| 2021 draft final | | | | | | | | | |
|------------------------|---------|----------------|------------------------------------|--------------------------------------|--|--|--|--|--|
| actual budget £m £m | | forecast £m | actual vs budget variance £m | actual vs forecast variance £m | | | | | |
| 47.8 | 38.4 | 31.3 | 9.4 | 16.5 | | | | | |
| | | | | | | | | | |
| (89.6) | (56.5) | (84.6) | (33.1) | (5.0) | | | | | |
| (41.8) | (18.1) | (53.2) | (23.7) | 11.4 | | | | | |
| 149.0 | 60.0 | (54.0) | 89.0 | 203.0 | | | | | |
| 107.2 | 41.9 | (107.2) | 65.3 | 214.4 | | | | | |
| 1,536.4 | 1,536.4 | 1,536.4 | - | - | | | | | |
| 1,643.6 | 1,578.3 | 1,429.2 | 65.3 | 214.4 | | | | | |

| | 2020/21 full yea | ır | 2019/20 full year | 2020/21 forecast |
|---------|------------------|-----------------------|-------------------|-------------------|
| budget | forecast | forecast vs budget | actual | vs 2019/20 actual |
| | | variance | | variance |
| £m | £m | £m | £m | £m |
| 38.4 | 31.3 | (7.1) | 46.6 | (15.3) |
| (56.5) | (84.6) | (28.1) | (62.8) | (21.8) |
| (18.1) | (53.2) | (35.1) | (16.2) | (37.0) |
| 60.0 | (54.0) | (114.0) | 57.9 | (111.9) |
| 41.9 | (107.2) | (149.1) | 41.7 | (148.9) |
| 1,536.4 | 1,536.4 | - | 1,494.7 | 41.7 |
| 1,578.3 | 1,429.2 | (149.1) | 1,536.4 | (107.2) |
| | | | | |
| 1,040.0 | 903.0 | (137.0) | 984.2 | (81.2) |
| - | - | - | 2.8 | (2.8) |
| 456.7 | 436.3 | (20.4) | 440.7 | (4.4) |
| 81.6 | 89.9 | 8.3 | 108.7 | (18.8) |
| 1,578.3 | 1,429.2 | (149.1) | 1,536.4 | (107.2) |
| | | | | |

Draft report: by activity type as at 31/03/21

| B. '. | 2021 draft final | | | | 2020/21 full year | | | 2019/20 full year | 2020/21 forecast | |
|--|------------------|--------|----------|---------------------|-------------------|--------|----------|-------------------|------------------|-------------------|
| Bridge House Estates | actual | budget | forecast | actual vs budget ac | ctual vs forecast | budget | forecast | forecast vs | actual | vs 2019/20 actual |
| | | | | variance | variance | | | variance | | variance |
| | £m | £m | £m | £m | £m | £m | £m | £m | £m | £m |
| | | | | | | | | | | |
| Voluntary income | 15.4 | - | - | 15.4 | 15.4 | - | - | - | 1.8 | (1.8) |
| Charitable activities - Tower Bridge | 0.5 | 6.6 | 1.7 | (6.1) | (1.2) | 6.6 | 1.7 | (4.9) | 6.7 | (5.0) |
| Investment income: | | | | | | | | | | |
| - Property Investments | 27.4 | 27.6 | 26.1 | (0.2) | 1.3 | 27.6 | 26.1 | (1.5) | 34.6 | (8.5) |
| - Financial Investments | 2.5 | 3.1 | 2.8 | (0.6) | (0.3) | 3.1 | 2.8 | (0.3) | 2.5 | 0.3 |
| - Interest receivable | 0.9 | 0.7 | 0.3 | 0.2 | 0.6 | 0.7 | 0.3 | (0.4) | 0.8 | (0.5) |
| Total Investment income | 30.8 | 31.4 | 29.2 | (0.6) | 1.6 | 31.4 | 29.2 | (2.2) | 37.9 | (8.7) |
| Other income | 1.1 | 0.4 | 0.4 | 0.7 | 0.7 | 0.4 | 0.4 | 0.0 | 0.2 | 0.2 |
| Total income | 47.8 | 38.4 | 31.3 | 9.4 | 16.5 | 38.4 | 31.3 | (7.1) | 46.6 | (15.3) |
| | | | | | | | | | | |
| Raising funds: | | | | | | | | | | |
| - Property Investments | (9.1) | (8.1) | (9.8) | (1.0) | 0.7 | (8.1) | (9.8) | (1.7) | (10.2) | 0.4 |
| - Financial Investments | (5.9) | (7.4) | (6.1) | 1.5 | 0.2 | (7.4) | (6.1) | 1.3 | (5.1) | (1.0) |
| Total expenditure on raising funds | (15.0) | (15.5) | (15.9) | 0.5 | 0.9 | (15.5) | (15.9) | (0.4) | (15.3) | (0.6) |
| Charitable activities: | | | | | | | | | | |
| - Repair & maintenance of bridges | (9.4) | (3.9) | (13.1) | (5.5) | 3.7 | (3.9) | (13.1) | (9.2) | (6.5) | (6.6) |
| - Tower Bridge tourism | (4.3) | (6.0) | (4.8) | 1.7 | 0.5 | (6.0) | (4.8) | 1.2 | (6.2) | 1.4 |
| Grants to voluntary organisations | (58.6) | (31.1) | (49.7) | (27.5) | (8.9) | (31.1) | (49.7) | (18.6) | (33.7) | (16.0) |
| Total expenditure on charitable activities | (72.3) | (41.0) | (67.5) | (31.3) | (4.8) | (41.0) | (67.5) | (26.5) | (46.4) | (21.1) |
| Other expenditure - pension scheme costs | (2.3) | | (1.1) | (2.3) | (1.2) | - | (1.1) | (1.1) | (1.1) | (0.0) |
| Total expenditure | (89.6) | (56.5) | (84.6) | (33.1) | (5.0) | (56.5) | (84.6) | (28.1) | (62.8) | (21.8) |

| Net movement in funds 14.9 16.1 15.3 11.4 11.5 15.2 13.5 11.4 11.5 15.2 13.5 11.5 | | | | | | | | | | | |
|--|--|---------|---------|---------|--------|-------|---------|---------|---------|---------|---------|
| Net movement in funds 107.2 41.9 (107.2) 65.3 214.4 41.9 (107.2) (149.1) 41.7 (148.9) Funds b/f as 01 April 1,536.4 1,53 | Net income/(expenditure) | (41.8) | (18.1) | (53.2) | (23.7) | 11.4 | (18.1) | (53.2) | (35.1) | (16.2) | (37.0) |
| Net movement in funds 107.2 41.9 (107.2) 65.3 214.4 41.9 (107.2) (149.1) 41.7 (148.9) Funds b/f as 01 April 1,536.4 1,53 | Gains/(losses) on investments/pension scheme | 1/19 0 | 60.0 | (54.0) | 89.0 | 203.0 | 60.0 | (54.0) | (114.0) | 57.9 | (111.9) |
| Funds b/f as 01 April 1,536.4 | dams/(losses) on investments/pension scheme | 145.0 | 00.0 | (34.0) | 05.0 | 203.0 | 00.0 | (34.0) | (114.0) | 37.5 | (111.5) |
| Total funds c/f Funds of the charity: Endowment funds Restricted funds Designated funds: - Bridges replacement - Social investment fund - Property dilapidations/service charges Total designated funds General funds General funds Funds funds Funds funds Social investment fund General funds Funds funds Fu | Net movement in funds | 107.2 | 41.9 | (107.2) | 65.3 | 214.4 | 41.9 | (107.2) | (149.1) | 41.7 | (148.9) |
| Funds of the charity: Endowment funds 1,040.0 903.0 (137.0) 984.2 (81.2) Endowment funds 2.8 (2.8) Designated funds: 2.8 (2.8) Fundges replairs 44.7 44.7 41.7 3.0 Fundges replairs 168.7 168.7 158.5 10.2 Fundges replaired funds 221.6 201.2 (20.4) 219.2 (18.0) Fundges replaired funds 21.3 21.3 20.3 20.4 Fundges replaired funds 21.3 21.3 20.4 20.5 (18.0) Fundges replaired funds 20.1 20.1 20.4 20.5 (18.0) Fundges replaired funds 20.1 20.1 20.1 20.1 Fundges replaired funds 20.1 20.1 Fundges replaired funds 20.1 20.1 20.1 Fundges replaired funds | Funds b/f as 01 April | 1,536.4 | 1,536.4 | 1,536.4 | - | - | 1,536.4 | 1,536.4 | - | 1,494.7 | 41.7 |
| Endowment funds 1,040.0 903.0 (137.0) 984.2 (81.2) Restricted funds Designated funds Designated funds Designated funds Designated funds Designated funds Designated funds Designated funds Designated funds Designated funds Designated funds | Total funds c/f | 1,643.6 | 1,578.3 | 1,429.2 | 65.3 | 214.4 | 1,578.3 | 1,429.2 | (149.1) | 1,536.4 | (107.2) |
| Restricted funds | Funds of the charity: | | | | | | | | | | |
| Designated funds: 44.7 44.7 - 41.7 3.0 - Bridges repairs 168.7 168.7 - 158.5 10.2 - Grant-making 221.6 201.2 (20.4) 219.2 (18.0) - Social investment fund 21.3 21.3 - 20.9 0.4 - Property dilapidations/service charges 0.4 0.4 - 0.4 0.0 Total designated funds 456.7 436.3 (20.4) 440.7 (4.4) General funds 100.5 109.2 8.7 127.6 (18.4) Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) | Endowment funds | | | | | | 1,040.0 | 903.0 | (137.0) | 984.2 | (81.2) |
| - Bridges repairs 44.7 44.7 - 41.7 3.0 - Bridges replacement 168.7 168.7 - 158.5 10.2 - Grant-making 221.6 201.2 (20.4) 219.2 (18.0) - Social investment fund 21.3 21.3 - 20.9 0.4 - Property dilapidations/service charges 0.4 0.4 - 0.4 0.0 Total designated funds 456.7 436.3 (20.4) 440.7 (4.4) Pension reserve (18.9) (19.3) (0.4) (18.9) (18.4) Possion reserve 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) | Restricted funds | | | | | | - | - | - | 2.8 | (2.8) |
| - Bridges replacement 168.7 168.7 - 158.5 10.2 - Grant-making 221.6 201.2 (20.4) 219.2 (18.0) - Social investment fund 21.3 21.3 - 20.9 0.4 - Property dilapidations/service charges 0.4 0.4 - 0.4 0.0 Total designated funds 456.7 436.3 (20.4) 440.7 (4.4) General funds 100.5 109.2 8.7 127.6 (18.4) Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) | Designated funds: | | | | | | | | | | |
| - Grant-making 221.6 201.2 (20.4) 219.2 (18.0) - Social investment fund 21.3 21.3 - 20.9 0.4 - Property dilapidations/service charges 0.4 0.4 - 0.4 0.0 Total designated funds 456.7 436.3 (20.4) 440.7 (4.4) General funds 100.5 109.2 8.7 127.6 (18.4) Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) | - Bridges repairs | | | | | | 44.7 | 44.7 | - | 41.7 | 3.0 |
| - Social investment fund 21.3 21.3 - 20.9 - 0.4 | - Bridges replacement | | | | | | 168.7 | 168.7 | - | 158.5 | 10.2 |
| Property dilapidations/service charges 0.4 0.4 0.4 0.0 0.0 0.4 0.4 0.0 0.0 0.4 0.0 | - Grant-making | | | | | | 221.6 | 201.2 | (20.4) | 219.2 | (18.0) |
| Total designated funds 456.7 436.3 (20.4) 440.7 (4.4) General funds 100.5 109.2 8.7 127.6 (18.4) Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) Free reserves 81.6 89.9 8.3 108.7 (18.8) | - Social investment fund | | | | | | 21.3 | 21.3 | - | 20.9 | 0.4 |
| General funds 100.5 109.2 8.7 127.6 (18.4) Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) Free reserves 81.6 89.9 8.3 108.7 (18.8) | - Property dilapidations/service charges | | | | | | 0.4 | 0.4 | - | 0.4 | 0.0 |
| Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) Free reserves 81.6 89.9 8.3 108.7 (18.8) | Total designated funds | | | | | | 456.7 | 436.3 | (20.4) | 440.7 | (4.4) |
| Pension reserve (18.9) (19.3) (0.4) (18.9) (0.4) Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) Free reserves 81.6 89.9 8.3 108.7 (18.8) | | | | | | | | | | | |
| Total general funds 81.6 89.9 8.3 108.7 (18.8) Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) Free reserves 81.6 89.9 8.3 108.7 (18.8) | General funds | | | | | | 100.5 | 109.2 | 8.7 | 127.6 | (18.4) |
| Total charity funds 1,578.3 1,429.2 (149.1) 1,536.4 (107.2) Free reserves 81.6 89.9 8.3 108.7 (18.8) | Pension reserve | | | | | | (18.9) | (19.3) | (0.4) | (18.9) | (0.4) |
| Free reserves 81.6 89.9 8.3 108.7 (18.8) | Total general funds | | | | | | 81.6 | 89.9 | 8.3 | 108.7 | (18.8) |
| Free reserves 81.6 89.9 8.3 108.7 (18.8) | | | | | | | | | | | |
| | Total charity funds | | | | | | 1,578.3 | 1,429.2 | (149.1) | 1,536.4 | (107.2) |
| | | | | | | | | | | | |
| Minimum free reserves 35.0 35.0 - 35.0 - | Free reserves | | | | | | 81.6 | 89.9 | 8.3 | 108.7 | (18.8) |
| | Minimum free reserves | | | | | | 35.0 | 35.0 | - | 35.0 | _ |