

Bridge House Estates Strategy: *Bridging London, 2020 – 2045* High-level implementation plan

1. Purpose

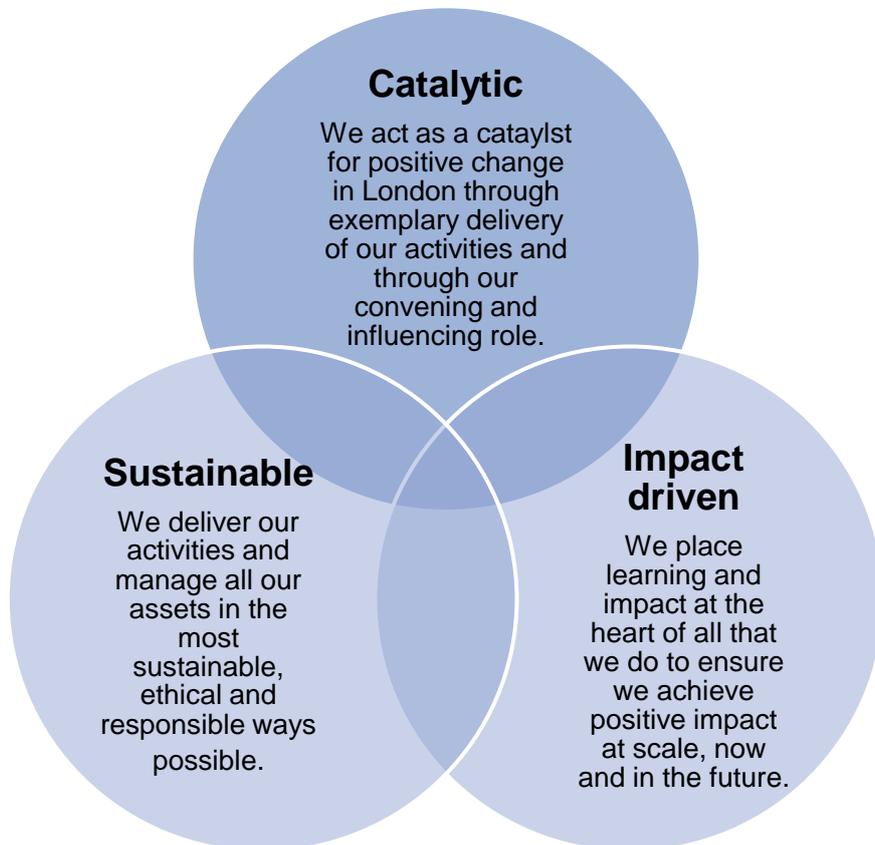
The purpose of this document is to provide a high-level overview of the plans being developed to implement the new Bridge House Estates Overarching Strategy: *Bridging London, 2020 – 2045*. It provides a summary of the vision and aims of the strategy, alignment with other BHE strategies/plans, the proposed financial and personnel resources required to implement the strategy, the proposed ‘beacon projects’ for Year 1 of the strategy, the performance framework, review cycles and possible barriers to success (key risks and mitigations).

This document is intended to provide Members and officers with the assurance that appropriate plans are being developed to successfully implement the strategy. Following approval of the strategy, further time and resource will be dedicated to developing a detailed Year 1 action plan which will set out all the activities that will be delivered in support of achieving the aims and vision set out in the strategy. An updated action plan will then be produced on a yearly basis.

2. Summary of strategy

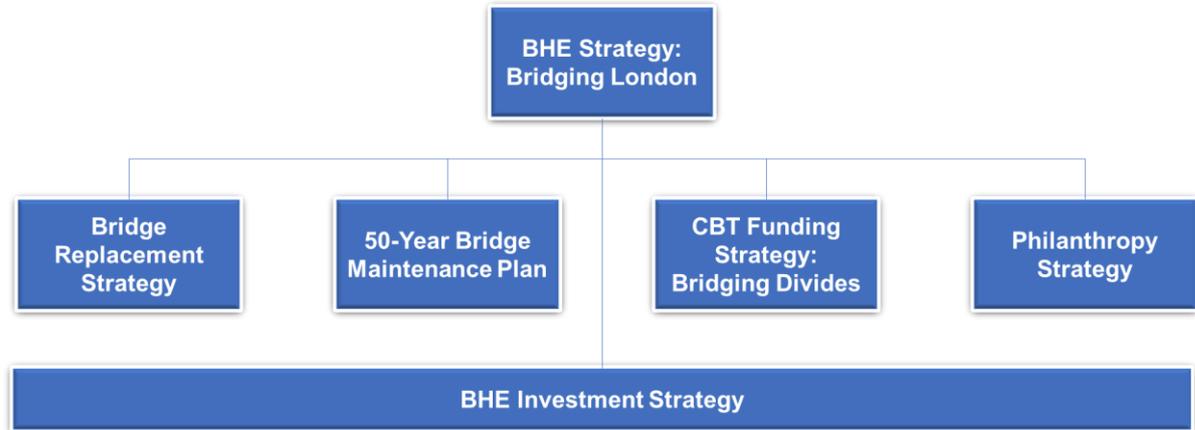
Our vision is that...
‘Every person in London becomes truly connected’

We aim to be a charity that is...



3. Alignment with other BHE Strategies/Plans

Bridging London sets out a framework for all of BHE's activities and is supported at an operational level by several of the charity's other existing strategies and plans, including its: Bridge Replacement Strategy, 50-year Bridge Maintenance plan, charitable funding strategy 'Bridging Divides', Philanthropy Strategy and Investment Strategy.



4. BHE Strategy and the City Corporation's Plan

Bridging London is also supportive of, and supported by, the vision set out within the City Corporation's Corporate Plan (CP) for 2018-23 of a 'vibrant and thriving city, supporting a diverse and sustainable London within a globally-successful UK' and reinforces the following CP Outcomes (as these are considered to be in the best interests of the charity to support):

- Outcome 3 – People have equal opportunities to enrich their lives and reach their full potential.
- Outcome 4 – Communities are cohesive and have the facilities they need.
- Outcome 5 – Businesses are trusted and socially and environmentally responsible.
- Outcome 9 – We are digitally and physically well-connected and responsive.
- Outcome 11 – We have clean air, land and water and a thriving and sustainable natural environment.
- Outcome 12 – Our spaces are secure, resilient and well-maintained.

Bridging London is also supportive of, and supported by, several of the City Corporation's strategies, particularly the Responsible Business Strategy 2018-23 and the Climate Action Strategy.

5. Year 1 'beacon projects' and key activities

The table below highlights 'beacon projects' that will be delivered in Year One of the strategy's implementation. A 'beacon project' is defined as a key deliverable that will support the delivery of a high-level activity articulated in the strategy and that will largely contribute towards the success of achieving the overarching aim. Within this context, a 'beacon project' is a time-limited deliverable within the first year of the strategy.

Following the approval of the strategy, a detailed action plan for Year One will be developed which will cover the following: specific actions to be undertaken in pursuit of the high-level activities identified in the strategy (under each aim), lead department/officer, additional resource (financial and personnel) requirements, associated measures, timeframe and RAG status.

Aim 1: Be catalytic		
Year One Beacon Projects	Lead department/ team/ group/ officer	Target completion date
Undertake a brand positioning project for BHE to ensure that BHE's story and position is understood by its internal and external stakeholders and to articulate a clear brand hierarchy and relationship between the different 'brands' of BHE.	BHE TFG, Communications Office, Charity & Philanthropy Communications Manager, BHE Project Manager	December 2020
Implement the recommendations from the Corporate Governance Review as to the optimal internal Member governance structure for BHE.	BHE TFG, Committee & Member Services, Comptroller's & City Solicitor's	September 2021
Develop and implement a new BHE operational structure designed in the charity's best interests.	Chief Grants Officer & Director of CBT, Corporate HR, BHE TFG, Comptroller's & City Solicitor's	September 2021
Develop options, and finalise proposals, for the application of the additional allocation of £200m of income under Bridging Divides in furtherance of the ancillary object. <i>(May continue into Year 2 of implementation)</i>	Chief Grants Officer & Director of City Bridge Trust	Plans currently in development

Aim 2: Be sustainable		
Year One Beacon Projects	Lead department/ team/ group/ officer	Target completion date
Approve and implement the BHE Investment Strategy and embed recommendations agreed by Members.	Chamberlain's, City Surveyor's, City Bridge Trust (Social Investment Team), Comptroller & City Solicitor's	November 2020 onwards
Align actions (where appropriate and in the best interests of the charity to do so) with the City Corporation's developing Climate Action Strategy and Responsible Business Strategy, working towards being net zero by 2040.	Town Clerk's, City Bridge Trust, Chamberlain's, City Surveyor's, Built Environment	Ongoing

Aim 3: Be impact-driven		
Year One Beacon Projects	Lead department/ team/ group/ officer	Target completion date
Seek approval for delivery model of new social investment strategy following approval of social investment powers within the Supplemental Charter	City Bridge Trust (Social Investment Team)	November 2020
Develop a new risk management protocol for BHE and a principal risk register for the charity.	Chamberlain's, Town Clerk's	December 2020
Seek approval for the new Bridge House Estates Supplemental Royal Charter through the Privy Council Office and implement new governance powers and subsequent projects resulting from these new powers e.g. Total Return Accounting.	Comptroller's & City Solicitor's, Remembrancer's, Chamberlain's, Town Clerk's Office	Approval by February 2021, implementation over 12 months

6. Resources

a. Personnel

The successful implementation of the strategy will be dependent on collaboration across all BHE functions and activities will be the responsibility of a number of departments and teams within the City Corporation. However, ultimately, the BHE Task & Finish Group (TFG) has shared oversight and responsibility for the successful implementation of the strategy. The BHE TFG is a cross-departmental body chaired by the Head of the Town Clerk & Chief Executive's Office and supported by the Chief Grants Officer & Director of CBT, who is the senior responsible officer for overseeing the implementation and delivery of the strategy.

As further progress is made on implementing the strategy, the ongoing and longer-term resource needs for the charity will be identified and settled as appropriate.

b. Financial

Funding for the development of the strategy is within already allocated resources. All roles identified as key personnel are fully funded. However, financial resources may be required to implement certain actions outlined in the strategy. Where appropriate, it is proposed that funding for key activities in the first year of implementation are met by the BHE Strategic Review Fund. Any future funding requirements in support of the 25-year strategy will be considered as part of the regular budget setting process. The table below highlights identified additional spend to support the implementation of Year One 'beacon projects'¹.

¹ The definition for a beacon project can be found at paragraph 6.

Project name	Approx. cost	Budget source	Budget confirmed?
BHE Positioning Project <i>(to support delivery of the strategy)</i>	£35k	BHE Strategic Review Fund	Yes
BHE Property Research <i>(to support implementation of Investment Strategy)</i>	£20k	BHE Strategic Review Fund	Yes
BHE Implementation Project Team <i>(to support implementation of strategy and agreed changes resulting from the Strategic Review)</i>	TBC	BHE Strategic Review Fund	In development

7. Key measures of success/ performance framework

To support the successful implementation of the strategy, a performance framework will be developed following the strategy's approval to measure its impact. The performance framework will commit BHE to measuring the effectiveness and impact of its work consistently over the long-term against a set of key performance indicators (KPIs), which are aligned with the measures of success defined in the strategy.

Following the approval of the strategy, time will be dedicated to developing the performance framework in consultation with officers involved in delivering all the various functions of the charity. As part of this, work will be undertaken to begin collecting baseline and benchmarking data, meaning that in time we will be able to set targets and better report on the impact we are having over a prolonged time period. Further performance indicators linked to the detailed action plan for Year One will also be developed to aid us in demonstrating the impact of the strategy.

The table below indicates the type of information that BHE will seek to measure, both quantitatively and qualitatively. The thinking outlined will inform the development of the final performance framework following the approval of the strategy.

What success will look like	Type of information to measure
We are a world class bridge owner	<ul style="list-style-type: none"> • Accreditation ratings at Tower Bridge e.g. Visit England Quality Attraction Assessment, Sandford Award for Heritage Education • Safety and accessibility of the bridges • Annual expenditure on maintenance per bridge per square metre • Sustainability bridge rating • Financial management of bridges (maintenance and replacement plans)
We are a world class charitable funder	<ul style="list-style-type: none"> • Monetary amount of philanthropic activity delivered by BHE • # organisations and # beneficiaries benefitting from funding

	<ul style="list-style-type: none"> • % distribution of funding meets highest areas of need in London • Satisfaction ratings for how CBT live its values • Satisfaction ratings for how equitable our funding approach is
We are a world class responsible leader	<ul style="list-style-type: none"> • Increased recognition and awareness of BHE activities • Collaboration and partnerships • HR Practices e.g. gender, disability and ethnicity pay gap reporting. • Investment portfolio (property & financial) performance against benchmarks • Investment portfolio ESG ratings • Charity is net zero by 2040 • Financial management

We will also measure success qualitatively through case studies and success stories in being catalytic, sustainable and impact driven.

8. Review cycle

Bridging London commits BHE to delivering in-depth reviews of its work throughout the lifespan of the strategy, to ensure that BHE is on track to achieve its vision, continues to learn and is responsive to the needs of the time. It also commits BHE to transparently sharing progress against defined measures of success (as per paragraph 7) in regular evaluation reports. This section of the high-level implementation plan seeks to provide further detail on the review cycle of the strategy to be implemented over its 25-year cycle. Learning from the annual and quinquennial reviews will be used to update and adapt the strategy and implementation plan as appropriate.



It is recommended that the review cycles for other key BHE Strategies (Bridge Maintenance Plan, Bridge Replacement Strategy, Bridging Divides, Philanthropy

Strategy, Investment Strategy) are aligned with the review of the overarching strategy. This would involve the following:

- Bridge Maintenance Plan – to be reviewed on an ongoing basis, with six monthly formal reviews.
- Bridge Replacement Strategy – to be reviewed every five years (1st review 2025).
- Bridging Divides – reviewed every five years, next review due in 2023. It is recommended that the review of this strategy is aligned with the first review of the BHE Strategy, to ensure that the reviews are carried out in parallel.
- Philanthropy Strategy – reviewed every five years, next review due in 2023.
- Investment Strategy – to be reviewed annually.

9. Possible barriers to success

The risks and mitigations in relation to successfully implementing this strategy are summarised below. Also, it should be noted that the operational and reputational BHE risks captured within relevant department's central risk registers may also apply. As part of the BHE Strategic Governance Review, a new overarching BHE Risk Register is currently being developed which will capture key risks for the charity.

Risk	Mitigation(s)
Lack of support at a Member and officer level for the future vision for BHE (as defined in the strategy).	<ul style="list-style-type: none"> • Engage Members in the development of the strategy through briefing sessions, update reports, committee process. • Engage senior officers in the development of the strategy through the BHE TFG, Chief Officers Group and Summit Group.
Lack of resource to lead implementation of the strategy and to undertake the measurement required to measure the progress/impact of the strategy, and any required changes following review.	<ul style="list-style-type: none"> • BHE Project Manager FTC until March 2021 to support the initial implementation phase. • Develop proposal for the optimal management structure for BHE which defines and provides for the ongoing resource requirements for leading on the strategy and in supporting the delivery of the charity's activities.
Lack of alignment and collaboration amongst service departments in support of the strategy's vision and aims due to lack of understanding.	<ul style="list-style-type: none"> • Develop an internal communications plan to successfully communicate the strategy to all departments/teams within the City Corporation.
BHE's history, vision, aims, impact and reach are not understood by external stakeholders.	<ul style="list-style-type: none"> • Deliver 'positioning project' to help ensure that BHE's story and position is understood by its different stakeholder groups. • Implement external communications plan.

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