

## Appendix 2 - Bridge House Estates Target Operating Model: Timeline and Next Steps

In December 2020, the City Corporation approved Tier 1 of its Target Operating Model (TOM). The TOM describes how the City Corporation will work in the future and has implications for the work of Bridge House Estates (BHE). The TOM describes BHE as an 'institution', reflecting the status of BHE as a separate registered charity, and also the City Corporation's particular duties as charity trustee of BHE which require independent consideration.

The TOM provides an opportunity for BHE to further consider its optimum management and operational structure for the successful delivery of the charity's purposes and its new overarching strategy. It also aligns with the intention of the TOM to drive efficiency, eliminate duplication and enable the charity to respond to, and be proactive in, anticipating changes in the external context.

The table below sets out the proposed timetable for consideration of BHE's Tier 2 Target Operating Model. *Tier 2 describes BHE's leadership team roles across all functions.*

Phase	Description	Timeline
1 – Prep & Setup	<p>Pre-work to develop a project team, governance plan and an understanding of the organisational aims prior to commencing the redesign.</p> <ul style="list-style-type: none"><li>• Understand the OD principles, strategic objectives and TOM overview</li><li>• Agree governance and reporting plan</li><li>• Setup project team &amp; create a project plan</li></ul>	January – February 2021
2 – Current state assessment	<p>Assess how BHE is currently setup to understand fully the strengths, weaknesses and other considerations before commencing the redesign.</p> <ul style="list-style-type: none"><li>• Confirm current structure of the charity/ identify and involve relevant stakeholders</li><li>• Evaluate against BHE's strategy, TOM and OD principles</li><li>• Assessment of the strengths and opportunities of current state</li></ul>	March – mid April 2021
3 – Design and consult	<p>Work with project team and colleagues to design the new structure (informed by previous analysis and evaluation of what is needed); seek approval for structure and consult with colleagues.</p> <ul style="list-style-type: none"><li>• Design structure fit for the future and assess the impact of the proposal (14 May 2021)</li><li>• Gain approval to consult on proposals formally with affected colleagues</li></ul>	April – August 2021

	<ul style="list-style-type: none"> <li>○ TOM Design Advisory Board (<i>20 May 2021</i>)</li> <li>○ BHE Board (<i>9 June 2021</i>)</li> <li>○ Establishment Committee (<i>23 June 2021</i>)</li> <li>• Consult with colleagues and finalise the design (<i>July – August 2021</i>)</li> </ul>	
4 – Implement	<p>Implement the change that has been agreed.</p> <ul style="list-style-type: none"> <li>• Develop and communicate plan for implementation (<i>August 2021</i>)</li> <li>• Complete job assessment and assimilation (<i>September 2021</i>)</li> <li>• Recruit to new positions (<i>September 2021</i>)</li> <li>• Embed Tier 2 structure (<i>September – October 2021</i>)</li> </ul>	August – October 2021