

<b>Committee</b>	<b>Date</b>
Bridge House Estates Board	15 September 2021
<b>Subject:</b> BHE Budget Uplift Request - Staffing	<b>Public</b>
<b>Which outcomes in the <i>BHE Bridging London 2020 – 2045</i> Strategy does this proposal aim to support?</b>	<b>2 and 3</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>Yes</b>
<b>If so, how much?</b>	<b>£78k</b>
<b>What is the source of Funding?</b>	<b>BHE Unrestricted Income Funds</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>Yes</b>
<b>Report of:</b> Managing Director, BHE	<b>For decision</b>
<b>Report Author:</b> Scott Nixon, Head of Director’s Office	

### Summary

This report requests approval of a 2021/22 budget uplift of £77,800 to fund 3 roles until 31<sup>st</sup> March 2022. These roles will support the implementation of the BHE Strategic Review until March 2022, until such a time the Phase 1 TOM proposal is implemented. This request has been reflected within the report elsewhere on your Agenda requesting an uplift in the contingency budget held within BHE and administered by the BHE Board which will require Court approval.

### Recommendation

It is recommended that Members, in discharge of functions for the City Corporation as Trustee of Bridge House Estates (charity reg. no. 1035628) and solely in the charity’s best interests, and subject to the Court’s approval to an uplift in the contingency budget to be held within the control of the BHE Board as reported also on your Agenda today, approve a budget uplift of £77,800 for the 2021/22 operational budget held by BHE to fund the extension of 2 roles linked to the implementation of the BHE Strategic Governance Review and 1 additional role for BHE operational support.

- a) Implementation: To approve a 2 day a week extension of the existing BHE Review Programme Director role and a full-time 4-month extension to the existing BHE Transformation Project Accountant position until March 2022.
- b) Operational: To approve a 2.5 day a week BHE Project Officer role until March 2022.

### Main Report

#### Background

1. In late 2018, the Bridge House Estates (BHE) Strategic Governance Review was initiated to assess how the governance, management and administration of BHE could be enhanced, with a view to increasing the impact and reach of the charity’s activities for the public benefit and to model good practice. Significant progress has

been made on various workstreams over the past two and half years. The BHE Review is now nearing completion and is transitioning into the 'implementation phase', as it seeks to finalise and embed the changes which have been agreed.

2. The demands on the BHE team have increased significantly during the last six months and this is expected to continue for at least the next 6 months of the implementation phase. To ensure the team is appropriately resourced, a budget uplift is requested to support 3 roles until March 2022.

#### **BHE Programme Director**

3. The BHE Strategic Governance Review was initiated to assess how the governance, management and administration of BHE could be enhanced, with a view to increasing the impact and reach of the charity's activities for the public benefit and to model good practice. The BHE Review Programme Director role, which will continue to be resourced through an internal secondment will ensure that the implementation phase of the Review is appropriately resourced, and momentum maintained so as to finalise and embed the changes which have been agreed. This role will also continue to release capacity restraints on the Managing Director of BHE.

#### **BHE Transformation Project Accountant**

4. Funding for a four-month extension to the fixed term contract (FTC) is sought to provide greater capacity to the Charities Finance Team in implementing the outcomes of the BHE Strategic Governance Review, who have taken on increased responsibilities over recent months. This is partly due to the impact of the Target Operating Model process, and a related pause on the creation of an enhanced permanent team structure to deal with financial activities that require reporting to the BHE Board.
5. The extension of the BHE Transformation Project Accountant is vital to ensure appropriate capacity to implement changes to financial operations of BHE e.g. resulting from the anticipated new powers to be obtained by way of the BHE Supplemental Royal Charter, and to support with the development and provision of regular reporting requirements to the Board.

#### **BHE Project Support Officer**

6. The level of work associated with BHE has increased significantly over recent months and additional resource to support the BHE team is requested for an initial 6-month period. This role will be advertised internally initially to ensure the knowledge is retained and developed within the organisation. The role will support the work of the BHE Task and Finish Group (TFG) in managing the portfolio of projects linked to the implementation of the BHE Strategic Governance Review and enhance the work being undertaken on the governance, management and administration of the charity.
7. Where necessary, positions presented to you in this report will be approved through the Town Clerk's current moratorium process on corporate recruitment. Whether these roles may be required on an ongoing basis or for an extended period of time will be considered as part of the Target Operating Model and the 2022/23 Business planning and budgeting processes.

8. Strategic implications: The posts outlined in this paper support the aims and objectives of BHE’s overarching strategy, *Bridging London 2020 – 2045*. All roles requested within this report will support the charity in becoming more effective and efficient in its operational delivery.
9. Resource implications: Funding of £77,800 is requested to support the 4-month extension to the post BHE Transformation Project Accountant; a 6-month BHE project officer role; and a 2 day a week BHE Programme Director role until March 2022.
10. Legal implications: nil
11. Equalities implications: BHE is committed to equal opportunities in service provision and for all its employees and promotes equity, diversity and inclusion in its employment practices.
12. Financial implications: A budget uplift for 2021/22 of £77,800 for staffing to be approved, funded from unrestricted income funds which are above the minimum policy level required to be held. This request has been reflected within the report also on your Agenda today which requests an uplift in the contingency budget held within BHE and administered by the BHE Board and will be subject to the required Court approval to that uplift in the charity’s contingency budget.
13. The table below separates the amounts requested for both the BHE strategic review implementation and operational support.

	<b>Amount</b>
BHE Strategic Review Implementation costs	£65,500
BHE Operational support costs	£12,300
<b>TOTAL</b>	<b>£77,800</b>

14. Climate implications: nil
15. Security implications: nil

## **Conclusion**

16. In order to support the capacity needs of the BHE Strategic Review Implementation and BHE support costs to this financial year end it is requested that £77,800 is agreed (subject to the BHE Board’s consideration of contingency elsewhere in these papers, this sum to be drawn from the 2021/2022 BHE contingency.)

## **Scott Nixon**

Head of Director’s Office

020 4526 1213, [Scott.Nixon@cityoflondon.gov.uk](mailto:Scott.Nixon@cityoflondon.gov.uk)