

# Report – Bridge House Estates Board

## Bridge House Estates Target Operating Model Proposal – Phase 1: Leadership Team

*To be presented on Thursday, 9<sup>th</sup> December 2021*

*To the Right Honourable The Lord Mayor, Aldermen and Commons  
of the City of London in Common Council assembled.*

### SUMMARY

This report seeks decisions relating to the organisational re-design of Bridge House Estates (“BHE”) (charity no. 1035628) by the City of London Corporation (“City Corporation”) as corporate trustee, in line with the City Corporation’s Target Operating Model (“TOM”). The report sets out matters for decision which will support the City Corporation, as trustee, in the effective administration and governance of BHE, consistent with its legal obligations as trustee to always act in the best interests of the charity. Specifically, the report proposes the creation of two new roles within the proposed BHE Leadership structure. These are a new BHE Chief Operating Officer post, and a new Chief Funding Officer post, following the deletion of the Grade H Deputy Director of City Bridge Trust post. As these posts are at Grade I or above, their creation is submitted to this Honourable Court for approval. The full BHE Leadership Team Structure has been approved by your Bridge Houses Estates Board and Establishment Committee.

### RECOMMENDATIONS

The Court of Common Council is **recommended**, as being considered to be in the best interests of Bridge House Estates (Charity No. 1035628) to:

- a) Approve the creation of a new BHE Chief Operating Officer post at Grade I;  
and
- b) Approve the creation of a new Chief Funding Officer post at Grade I.

### MAIN REPORT

#### Background

1. Bridge House Estates (“BHE”) is an unincorporated charitable trust and a registered charity (reg no. 1035628). The City Corporation is the corporate trustee of BHE, and the charity is administered by the City Corporation in accordance with the charity’s own governing documents and the City Corporation’s usual procedures and governance framework. The City Corporation is the legal entity which enters into all contracts, employs all staff and holds the legal title to all of the charity’s property etc, with the reasonable costs and expenses of doing so being reimbursed

from the charity's funds. As charity trustee, the City Corporation has a legal obligation to always act in the best interests of the charity.

2. The primary object of BHE is to maintain and support five bridges crossing the River Thames – London Bridge, Blackfriars Bridge, Southwark Bridge, Tower Bridge and Millennium Bridge. A cy-près charity scheme of 1995 permits income surplus to that required for the bridges to be used for broader, and more general, charitable purposes within Greater London (“the ancillary object”). The income surplus is distributed in accordance with a policy agreed by the Court of Common Council and notified to the Charity Commission. The current such policy is “Bridging Divides 2018 – 2023”, delivered primarily by City Bridge Trust (“CBT”) – Bridge House Estates’ charitable funding arm.
3. With the constitution of the Bridge House Estates Board (“BHE Board”) on the 15 April 2021, unless expressly reserved to the Court of Common Council, the discharge of all the City Corporation’s functions as Trustee of Bridge House Estates are the responsibility of the BHE Board.

### **Current Position and Proposal**

4. In December 2020, the Court of Common Council agreed the Tier 1 changes to the City Corporation’s organisational design. As part of this, the TOM described BHE as an “institution” within the City Corporation. At the same time, Members also approved a change to the former Chief Grants Officer and Director of City Bridge Trust’s job title and duties to reflect the officer’s express delegated authority from the Town Clerk and Chief Executive for the management and oversight of all aspects of BHE’s functions, acting upon the advice of the City Corporation’s other professional officers. Following the formal constitution of the BHE Board, the approved change of job title to “Managing Director of Bridge House Estates” took effect from 16 April 2021. The TOM provided an opportunity for BHE to further consider its optimum management and operational structure, designed in the charity’s best interests.
5. A set of TOM proposals in respect of BHE, including the creation of these Grade I posts (confirmed and approved by Job Evaluation), were endorsed by the Design Advisory Board on 9 September 2021 and approved by your Bridge House Estates Board on 15 September 2021 (which, as per its Terms of Reference, is responsible for ensuring effective operational arrangements are in place for the proper administration of the charity, including the overall organisation and structure of delivery of the charity’s business within the City Corporation’s operating model) and by your Establishment Committee on 15 October 2021.
6. Following the approval of the full proposal by the Bridge House Estates Board and the Establishment Committee, and the subsequent 30-day consultation period, the approval of the Honourable Court for two new Grade I roles in the structure are sought: a **BHE Chief Operating Officer**, and a **Chief Funding Officer**. Both roles would be permanently recruited to through an open external and internal process. A summary of each role is appended to this report for your information, with the job and person specifications having been approved by the Managing Director of BHE.

7. The Bridge House Estates Board further approved that the budget to fund the posts, and the other restructure proposals, are to be factored into future budget requests which will be funded from the BHE Unrestricted Income Fund – General Fund.
8. The full BHE Leadership Team proposal, which the two posts are part of, seeks to build a more cohesive and effective leadership team which will support the charity in delivering its reach and impact for the public benefit, enhance the effectiveness and efficiency of support provided to your BHE Board, embed strong lines of accountability, and build greater institutional definition for BHE within the City Corporation's wider operational framework, whilst maintaining appropriate autonomy of operation and decision-making for the charity.
9. The full BHE Leadership Team structure provides BHE and the City Corporation with the opportunity to demonstrate best practice in charity governance, management and administration, helping to protect the reputation of the charity and the trustee. It also provides the opportunity to better join-up the delivery of the primary and ancillary objects, alongside ensuring that all enabling activities in administering the charity are aligned with the BHE's overarching strategy and reflect good charity governance. The structure also provides for increased training and progression opportunities for staff, whilst providing an opportunity for BHE to increase the diversity of its staff, particularly at a senior level.
10. Currently, the Managing Director of BHE does not have direct oversight of management over the primary object of BHE. The proposed creation of the Chief Operating Officer provides greater capacity and support to the Managing Director in overseeing the delivery of the primary object and for implementing 'service level agreements' with City Corporation departments that continue to directly support the charity, having regard to their professional responsibilities and expertise.
11. The Chief Funding Officer will work closely with the Managing Director, and as a key member of the BHE Leadership Team, to lead the successful delivery of the charity's funding strategy, currently "Bridging Divides". The Chief Funding Officer, working in collaboration with the BHE Leadership Team, will have responsibility for maximising the strategic impact of the grant-making activity of BHE, and ensuring that all funding activities are carried out effectively, efficiently and with the adequate quality controls in place.
12. Bringing together the key roles across the primary and ancillary objects and support functions will enable the newly established BHE Leadership Team to work together to build and embed a culture that is highly collaborative, inclusive, and progressive. The full Leadership Team proposal and the proposed two new posts creates greater definition, accountability, and transparency for BHE in managing and operating the charity, with appropriate mechanisms to manage perceived or actual conflicts of interest, whilst still remaining embedded within the City Corporation's governance framework so as to inhibit siloed working (which is not in either the charity's or the City Corporation's best interests).

## **Corporate & Strategic Implications**

12. Strategic Implications – Ultimately, the creation of these two posts will support the successful delivery of BHE’s overarching strategy, Bridging London 2020 – 2045. It will support the charity in becoming a world-class bridge owner, charitable funder and responsible leader. Furthermore, the proposal will support the vision set out within the City Corporation’s Corporate Plan (“CP”) for 2018 – 23 and reinforces CP outcomes 3, 4, 5, 8, 9 and 12.
13. Financial Implications – The funding for the two new posts, and the full leadership team, have been approved by the Bridge House Estates Board to be funded from BHE Unrestricted Income Funds – General Fund. Whilst BHE is committed to a culture of continuous improvement and driving efficiencies and effectiveness in its operations, it is not required to meet the City Corporation’s target savings. If the proposal is approved, the additional costs for 2022/23 onwards will be built into budgets going forward as part of the corporate annual budget setting process.
14. Legal Implications – There have been reputational and regulatory risks associated with the historical governance and administration arrangements for BHE, which are now partly mitigated by the creation of the BHE Board. The proposal presented will further support more effective administration of the charity in furthering its charitable objects; and better ensure independent decision-making in the charity’s best interests.
15. Equalities Implications - As the City Corporation, acting by the Court of Common Council, is the legal entity which employs all staff on behalf of the charity, BHE have conducted a Test of Relevance and subsequent Equality Impact Assessment to comply with the City Corporation’s Public Sector Equality Duty 2010. The proposed BHE Leadership Team structure provide BHE with an opportunity to implement actions to advance equality practices. In particular, BHE will seek to increase the diversity of ethnicity within its Leadership Team and actively encourage applications from candidates from BAME backgrounds, given the underrepresentation in the current structure.
16. To support this, BHE will work to ensure that its recruitment practices for these two new posts are equitable and include positive action to promote diversity in terms of demographics and experience. Additionally, specific diversity recruitment sites will be targeted including Ethnic Jobsite, Disability Jobsite, LGBT Pride Media, Diversity & Asian Jobsite. BHE will also ensure diverse selection panels and consider flexible working arrangements and job-share options.

## **Duties and Powers of the Trustee**

17. The full BHE Leadership Team proposal, and the two new posts seeking approval, have been developed in the best interests of BHE, but also aligns with the City Corporation’s overall TOM principles, Organisational Design principles and Enabling Services principles. The BHE Leadership Team full proposal, including

the creation of these two new posts, meets these principles, but emphasis has been placed on ensuring that the structure which is recommended is in the best interests of the charity: supporting BHE in its effective operation to achieve its charitable objects first and foremost, and better enabling the City Corporation's compliance with its associated duty to manage conflicts of interest (actual and perceived) and to demonstrate independence of decision making in discharging its function as charity trustee of BHE.

## **Conclusion**

18. In summary, this report seeks approval for the creation of two new Grade I posts within the new BHE Leadership Team Structure – a Chief Operating Office (Grade I) and Chief Funding Officer (Grade I). These decisions form part of proposal for the organisational re-design of BHE's operating framework within the City Corporation's own governance and operating framework, which have been agreed by the BHE Board and the Establishment Committee. This is consistent with the trustee's duties and the need to act in BHE's best interests and demonstrate independent decision-making whilst drawing appropriately upon the expertise of the trustee. The proposal aligns with the City Corporation's overall TOM principles, Organisational Design principles and Enabling Functions principles, whilst being primarily driven by the needs and best interests of the charity. The full Leadership Team proposal, and specifically the two new posts, will enhance the effective and efficient management of the charity and will ultimately support the charity to increase the impact and reach of its activities for the benefit of Londoners. Your BHE Board has agreed that these decisions are in the best interests of the charity and seeks the approval of this Honourable Court to enable important work on behalf of the charity to continue.

## **Appendices**

Appendix 1 – Summary of Roles

All of which we submit to the judgement of this Honourable Court.

DATED this 15<sup>th</sup> September 2021.

SIGNED on behalf of the Board.

**Deputy Dr Giles Shilson**  
Chair, Bridge House Estates Board

## **Appendix 1 – Summary of Roles**

### **1. BHE Chief Operating Officer – Grade I (Reporting to the Managing Director of Bridge House Estates)**

#### **Purpose of post**

The Chief Operating Officer (COO) will work closely with the Managing Director and as a key member of the BHE Leadership Team to provide leadership and direction to BHE across the primary and ancillary object, combining organisational planning and operational leadership.

The COO will be responsible for providing strategic and operational leadership to the charity and will lead and oversee the charity's programme of business transformation, strategy development, change management, governance, risk management, equity, diversity & inclusion, impact and learning.

The COO will be responsible for overseeing the delivery of the charity's primary object (the maintenance and support of the five Thames bridges); leading the implementation of the relevant processes to ensure that the City Corporation, as the charity's trustee and provider of choice, provides the appropriate level of support to BHE, and in agreement with the BHE Board, commissioning agreed Service Level Agreements (SLAs) with relevant departments across the City Corporation.

The COO will direct, through line management of the Director of Tower Bridge, the management and development of Tower Bridge as a tourist attraction and direct the operational services at Tower Bridge in line with the charity's strategies.

The COO will oversee the management of the support functions provided to BHE by the City Corporation i.e. HR, IT, Legal and commercial services - ensuring that the level of support provided is aligned with agreed SLAs and in the best interests of the charity.

## **2. Chief Funding Officer – Grade I (Reporting to the Managing Director of Bridge House Estates)**

### **Purpose of post**

The Chief Funding Officer will work closely with the Managing Director, and as a key member of the BHE Leadership Team, to lead the successful delivery of the charity's funding strategy, currently "Bridging Divides".

The Chief Funding Officer, working in collaboration with the BHE Leadership Team, will have responsibility for maximising the strategic impact of the grant-making activity of BHE, and ensuring that all funding activities are carried out effectively, efficiently and with the adequate quality controls in place.

Using a "total assets approach" and working with the Philanthropy Director and BHE Communications and Engagement Director, the Chief Funding Officer will be jointly responsible for ensuring that all the monetary and non-monetary assets available are efficiently and effectively used to maximise the impact of the funding activities of the charity, and are aligned with BHE's strategic priorities.

In collaboration with the BHE Leadership Team, the Chief Funding Officer will oversee the delivery of current strategic initiatives and the future funding pipeline by identifying strategic initiatives, developing forward-thinking funding initiatives and leading collaboration with partners.

The Chief Funding Officer will represent CBT externally at a senior level, across the sectors, promoting the grant making activities of BHE, acting as an advocate and influencer within the voluntary and community sector making the best use of their knowledge and networks to identify, recommend and oversee strategic initiatives that will contribute to tackling inequality in London and beyond.