

City of London Corporation Committee Report

Committee(s): Policy & Resources Committee – For decision Court of Common Council – For decision	Dated: 18 September 2025 9 October 2025
Subject: Scheme of Delegations – Managing Director of City Bridge Foundation	Public: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	Provides Business Enabling Functions
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Managing Director of City Bridge Foundation	
Report author: Joseph Anstee, Acting CBF Head of Strategy & Governance	

Summary

This report proposes revisions to the Court of Common Council’s Officer Scheme of Delegations for the City of London Corporation, specifically to the introductory Overall Delegations to Officers section and the section in respect of the Managing Director of City Bridge Foundation (CBF), to support the City Corporation in its ongoing effective administration and governance of CBF, and consistent with the City Corporation’s legal obligations as Trustee of the charity. The proposed amendments to the Overall Delegations to Officers and Managing Director of CBF section were considered and endorsed by the CBF Board at its meeting in May 2025. An additional amendment is proposed to the section in respect of the Chamberlain & Chief Financial Officer to clarify procedure for writing off debt affecting CBF.

Recommendation(s)

Upon the recommendation of the City Bridge Foundation Board in the discharge of functions for the City Corporation as Trustee of City Bridge Foundation (CBF) in that charity’s best interests, the Policy & Resources Committee is recommended in the discharge of its functions to:

- i) Agree the proposed amendments to the Overall Delegations to Officers and Managing Director of CBF sections of the Scheme of Delegations for recommendation to the Court of Common Council for approval;
- ii) Agree the proposed amendment to the Chamberlain & Chief Financial Officer section of the Scheme of Delegations for recommendation to the Court of Common Council for approval; and
- iii) Delegate authority to the Town Clerk, in consultation with the Chairman and

Deputy Chair of the Policy & Resources Committee, to agree any consequential amendments to the entries in respect of other Chief Officers, where these are required to give effect to the proposed amendments and/or impact on the Managing Director of CBF post.

Main Report

Background

1. The Court of Common Council has agreed the principle that authority should be delegated to Chief Officers (and their nominated Deputies or Assistants) for carrying out the day-to-day management of all City of London Corporation services and for the discharge of specific statutory and non-statutory functions, including those for the City Corporation as trustee of CBF and other charities.
2. This authority from the Court of Common Council is set out in the corporate Scheme of Delegations to Officers, establishing general conditions for the exercise of delegations and also specifying the authority delegated to each of the City Corporation's Chief Officers in the management of their departments and discharging the relevant functions, being accountable to the responsible institutional or service committee and ultimately the Court. Consequently, the Scheme of Delegation sets out the extent to which Chief Officers can take day-to-day management decisions for their department without reference to Members. (This does not prevent further delegations to Chief Officers being made by Members on case-by-case basis, and complements the wider officer delegations set out in the City Corporation's other corporate governance documents, such as Standing Orders, Financial Regulations, and the Procurement and Project Codes. It does not prevent Chief Officers from referring matters within scope of their delegated authority to Members for decision should it be deemed prudent or appropriate in the circumstances.)
3. Being a Chief Officer post, the Managing Director of CBF has an individual entry within the Scheme of Delegations to set out their standing delegated authority for the City Corporation in the discharge of its functions as trustee of CBF without reference to the CBF Board and its Committees. The Managing Director of CBF is also responsible for other functions as the 'Head of Profession for Charities' for the City Corporation, which fall under the ultimate remit of the Policy & Resources Committee, rather than the CBF Board.
4. The CBF Board, acting on behalf of the Court of Common Council as trustee of CBF, should be assured that CBF's decision-making processes are informed, rigorous and timely; and that effective delegation, control and risk assessment, and management systems are set up and monitored. The Charity Governance Code's recommended practice for larger charities is that the Board regularly reviews which matters are reserved to the Board and which can be delegated, and collectively exercises the powers of delegation to senior managers, committees or individual trustees, staff or volunteers. Any delegation framework should also be described in a document which provides sufficient detail on scope, and clear limitations on the exercise of the delegated authority, so that the delegations can be clearly understood and carried out, with systems in place to record, monitor and oversee how delegations are exercised and decision-makers held to account.
5. The City Corporation's Policy & Resources Committee is the body responsible for the review and co-ordination of the governance of the City of London Corporation.

Current Position

6. The Managing Director of CBF's entry was added to the Scheme of Delegations following the establishment of the then-BHE Board during 2021, and the implementation of operational changes associated with a new organisational Target Operating Model for the City Corporation in December 2020, and has not been substantively reviewed since it was initially drafted. In reporting to the Court at the time the Board was established, and previously in reporting on the new Target Operating Model for the City Corporation, it was recognised that there would be a need to update the corporate governance framework, including the Officer Scheme of Delegations, to properly reflect those agreed changes.
7. The scope of the delegations to Chief Officers set out in the Scheme of Delegations in discharging the City Corporation's functions as Trustee of CBF do not disturb the functions vested by Royal Charter, statute, common law, and custom and practice, in the ancient Offices of the City Corporation, which include the Town Clerk, Chamberlain, Comptroller & City Solicitor and City Remembrancer. Otherwise, in administering CBF, the City Corporation may in setting its delegation framework to officers, determine how that may be agreed in the charity's best interests.
8. In consolidating oversight of the charity's activities under one Member committee, it was recognised that the City Corporation as Trustee would also better meet its obligations to administer the charity effectively to further CBF's charitable purposes in the charity's best interests, by drawing together strategic and operational oversight of CBF's activities under one Chief Officer, accountable to the responsible Member committee. Thus, the Managing Director of CBF post has been given explicit strategic oversight of the charity's operation and activities, alongside direct responsibility for specific CBF functions. Currently, some direct responsibilities for operational CBF activities, such as engineering and investment property, remain with other Chief Officers working collegiately with the CBF Managing Director in his strategic oversight role, overseen by the CBF Board.
9. As part of an internal Governance Review of CBF, it was agreed that the corporate Scheme of Delegations entry for the Managing Director of CBF post would therefore be reviewed and revised as necessary to ensure that the standing written delegations are:
 - (a) Appropriately organised to best support the effective exercise of standing delegated authority to officers in the day-to-day management of the charity in its best interests;
 - (b) Consistent with the constitutional and governance principles agreed by the Court of Common Council for the good administration and management of the charity;
 - (c) Accurately reflect the decisions taken in adopting the agreed Target Operating Model and relevant departmental restructures
 - (d) Sufficiently mindful of the need to manage conflicts of interest/loyalty in discharging the City Corporation's functions across the whole in accordance with the Conflicts of Interests Policy agreed by the Court of Common Council for CBF; and
 - (e) Accounting for any changes in operation and management since the entry in the Scheme of Delegations was last formally updated.

Proposal(s)

Managing Director of CBF

10. Following review of the Scheme of Delegations, proposed revisions to the introductory Overall Delegations to Officers section and the Managing Director of CBF entry are set out in **Appendix 1** to this report.
11. The proposed revisions are not intended to add new functions to the Managing Director of CBF's remit or make fundamental changes to the post, but to clarify the functions already attributed to the post and the process by which these should be discharged to support the charity's effective administration consistent with the City Corporation's duties as charity trustee, as well as to capture other ongoing standing delegations agreed separately by the CBF Board.
12. The proposed revisions are considered to support the objectives agreed by the Court as set out in paragraph 8 above. They will further the implementation of the principles agreed for the good administration and management of the charity in having CBF's fundamental strategic oversight being led by, and substantive day-to-day operation of the charity's activities being within the remit of, one department with the Managing Director of CBF, being accountable for the trustee under the oversight of the CBF Board. This is aligned to the delegation and management arrangements in place for the City Corporation's other institutions, as reported in the Court in agreeing the new Target Operating Model for the institutions, including CBF.
13. Members of the Court, and of the CBF Board, have indicated their support for increased delegation to officers to support more effective and expedient decision-making. For CBF these considerations are particularly acute with the multiple concurrent workstreams underway for CBF and for the City Corporation more generally, and as CBF activities are split across departments. Thus, it is increasingly important the Managing Director of CBF, having regard to the strategic responsibilities of his post, has proper visibility of and appropriate input into strategic decisions and decisions with significant financial implications for CBF, particularly where these involve work across City Corporation departments. As such, bringing greater clarity to the standing delegation framework and having robust procedures for progressing officer approvals under delegated authority, will help ensure that all relevant factors across the whole of the charity's operations are properly considered in taking decisions in the charity's best interests.

Chamberlain & Chief Financial Officer

14. Additionally, an amendment is sought within the entry for the Chamberlain & Chief Financial Officer to ensure that procedure for the approval of debt write-offs for CBF provides for consultation with the CBF & Charities Finance Director. This amendment would rectify a discrepancy between the wording of the Scheme of Delegations and Financial Regulations, which state that write-offs relating to City Bridge Foundation should also be reported to the CBF Finance Director. The wording of the Financial Regulations will then be considered to ensure the wording is consistent at the point they are next reviewed. The Chamberlain was consulted on the proposal and is supportive of the proposed amendment.

Further Review

15. In agreeing the constitution of the then-BHE Board in 2021, the Court of Common Council authorised the Town Clerk, in consultation with the Comptroller & City Solicitor, to make any consequential changes to the City Corporation's corporate governance documents which were required to support the effective implementation of the new Board.
16. With reference to this delegation, amendments to the Scheme of Delegations entry for the Managing Director of CBF may necessitate consequential amendments to the delegations of other Chief Officers that discharge some CBF functions, such as the City Surveyor in respect of CBF property, or the Executive Director of Environment in respect of the engineering functions for the Thames bridges.
17. In support of the above, delegated authority is sought for the Town Clerk, in consultation with the Chairman and Deputy Chair of the Policy & Resources Committee, to agree, following further review in conjunction with other City Corporation departments, any consequential amendments to the Scheme of Delegation sections in respect of other Chief Officers, where these are required to give effect to the proposed amendments and/or impact on the Managing Director of CBF post.

Implications

18. Strategic implications – The proposals are considered to further the outcomes of the Strategic Governance Review of BHE by ensuring that - the charity's decision-making processes are sufficiently independent, conflicts of interest are managed appropriately, the Managing Director of CBF is duly consulted on decisions involving the charity, the delegation framework is clearly understood, and decision-makers are accountable. They will also support the progression of the charity's overarching *Bridging London 2020-2045* strategy by enabling strategic workstreams and in applying agreed charity strategies and policies.
19. Legal implications – The Comptroller & City Solicitor's Department have been appropriately engaged in respect of revisions both to the Managing Director of CBF's section and to the Scheme of Delegations more generally to ensure that any amendments recommended to the Court of Common Council are consistent with the City Corporation's legal responsibilities and any legal or governance restrictions in making delegations to officers.

Conclusion

20. A review and revision of the corporate Scheme of Delegations to Officers in respect of the Managing Director of CBF post has been identified as being in the best interests of the charity in its good administration and management. The proposals are considered to progress the implementation of the Court of Common Council's previous strategic decisions in respect of CBF and general governance decisions taken for the City Corporation, and will support implementation of optimal governance and management arrangements for the charity, consistent with the City Corporation's core trustee duties.

Appendices

- Appendix 1 – Draft Revised Scheme of Delegations: Overall Delegations to Officers & Managing Director of City Bridge Foundation
- Appendix 2 – Draft Revised Scheme of Delegations: Chamberlain and Chief Financial Officer

Background Papers

City Bridge Foundation Board, May 2025: Item 22 - Scheme of Delegations

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