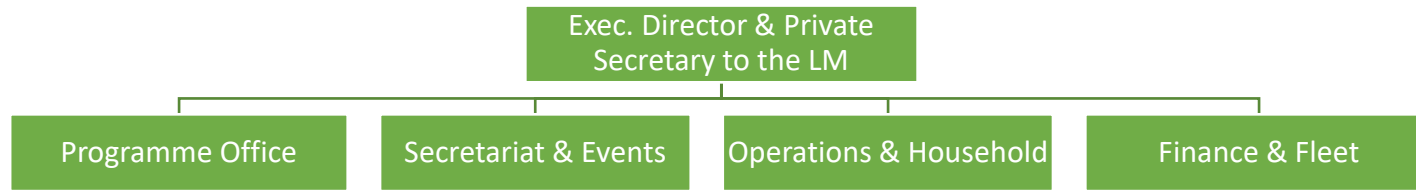


Mansion House – Office of Lord Mayor & Sheriffs

Working collaboratively across the below functions, we sustain an iconic London venue and provide high quality support for the Civic Team, enabling the Mayoralty and Shrievalty to promote the City of London and make a positive contribution to the UK



Our aims and objectives

The TOM provided an opportunity to review the above functions, redefine objectives and implement a new relationship with the Shrievalty based at the CCC. There is still much to develop in these areas as we move forward, broadly under the below headings:

Stabilise

- Stabilise the staff base, ending temporary arrangements and forming four balanced teams with clear roles and responsibilities. Actively manage performance by setting a modern managerial culture.
- Use 23/24 as an opportunity to stabilise the revised relationship with the Central Criminal Court, retaining Shrieval activity and staffing new roles to support the link between Mayoralty & Shrievalty
- Re-establish (post-Covid) the use of Mansion House as an operational asset both for Civic events and within a hospitality industry setting

Commercialise

- Maximise the potential of the Mansion House as a venue, to support its operational costs and balance our resource base
- Broaden the audience for commercial hire via appropriate, niche marketing platforms
- Implement the use of formal contracts & deposits supported by electronic documentation software and improved processes
- Work collaboratively to develop a new catering specification following the current contract extension to August 2024

Integrate

- Portfolio review of programme office coverage to reflect Innovation & Growth strategies and Mayoral Theme delivery throughout the year, to ensure integrated outcomes are achieved
- Installation of card reader technology allowing Corporation colleagues access to hot-desk at Mansion House, encouraging greater visibility between colleagues and teams
- Re-define relationship with CCC Facilities/Surveyors to maintain the Shrieval area within the CCC
- Integrated approach to our timeline (see penultimate slide), to plan for Civic changeovers, operational development & financial needs

Modernise

- Mayoral and Shrieval themes more fully integrated into the Corporate plan to deliver better financial competitiveness of the UK.
- Maintain a hybrid/electric fleet of vehicles, and seek solutions to electrify ceremonial cars
- Improve the physical, electronic and staff security cultures to address the modern threat picture.
- Actively review the diversity of event guest lists and proactively consider who we engage with and platform in the Mansion House
- Dress codes amended for some events, as an aspiration to create a more contemporary atmosphere with a broader reach

OUTCOME: Over the 23/24 year, we will build on our 22/23 all-staff objectives writing exercise to integrate our local activities and the team/dept level plans into priority workstreams mapped to them. All staff objectives will be written in light of ongoing Corporate Plans & Strategies. We also hope to establish more tangible KPIs that are reflective of these aims – therefore the following broad KPI aspirations will be more tightly defined in due course

Key Performance Indicators

#	KPIs 2023/24	Current Performance	Direction of Travel/Target
1	Stabilise: The recent all-staff objectives exercise is manifest via the re-established appraisal process, with links to the dept. Business Plan, training needs and relationship to the next Corporate Plan. Instigate a modern managerial culture and develop Mansion House as a centre of excellence	<i>Engagement with appraisals for mid & end of year reviews</i>	<i>Business Plan is shared with all staff, local plans & ideas collaboratively sought and developed</i>
2	Stabilise: The Sheriffs are directly supported and their link to the Mayoralty is strengthened	<i>Shrieval & Recorder Mngr. in post since Sept 22</i>	<i>Focused Shrieval support, and best practice planning for 2023 changeover</i>
3	Stabilise: The asset value of the Mansion House is used to optimum benefit for Mayoral engagement and commercial gain	<i>LM & Venue diaries now split</i>	<i>More efficient diary management for internal & external users and clarity for operations team</i>
4	Commercialise: Meaningful commercial/charity/livery and tour income targets are set in relation to balancing our resource base, with the aim of increasing our overall income to £850K (from the previous £500K pre-Covid)	<i>22/23 is post-Covid recovery, i.e. full year open</i>	<i>Review of commercial performance to determine income sector targets</i>
5	Commercialise: Marketing opportunities are explored, business return monitored, and client feedback sought	<i>Square Table live; Unique Venues presentation Nov 22</i>	<i>Planned collaboration with CH & Co's GoAskEve platform and hospitality agency event</i>
6	Commercialise: End to end client experience is efficiently managed, from initial booking through to final balance payment	<i>Deposits & contracts trialled - pending final C&CS sign off</i>	<i>Tightly controlled booking process to payment, with clear audit trail. DocuSign to be introduced April 23</i>

Key Performance Indicators

#	KPIs 2023/24	Current Performance	Direction of Travel/Target
7	Commercialise: Current combined MH/CCC catering service is redefined (post-TOM), and options for new tender explored	<i>Extension to Aug 24 being sought</i>	<i>Separation of functions at CCC, and new catering spec to be developed inclusively with events/ops teams</i>
8	Integrate: Mayoral Theme & Shrieval Plan outcomes are recorded in relation to IG Strategies to enable a transparent link to broader CoL aims	<i>18-23 Corp. Plan evaluation (Nov-Dec 22), link to Prog.Off metrics</i>	<i>Use evaluation process to inform how BP reflects this activity and broaden understanding</i>
9	Integrate: Mansion House is an open and welcoming environment, manifested by Guildhall colleagues being visible within the workspace, (and vice-versa)	<i>Office space and access improved</i>	<i>Encouragement of mobile working, increased CoL staff use of MH</i>
10	Integrate: The CCC main court operations and Shrieval secretariat liaise effectively and positively – especially in the area of Shrieval & Recorder events	<i>New positions both Shrieval & CCC/Surveyors being established</i>	<i>Events panning and associated internal recharges managed in a timely and efficient manner</i>
11	Integrate: The annual schedule of selection, elections, and preparation for office is dealt with inclusively – engineering all supporting aspects to combine with equal strength	<i>Liaison meetings in place through the year</i>	<i>Timeframes reviewed, i.e. to be fully beneficial, and Shrieval Manual updated</i>
12	Modernise: Mayoral Themes & Shrieval Plans are future focused and work in tandem with the next Corporate Plan cycle	<i>18-23 Corp. Plan evaluation (Nov-Dec 22), link to Prog.Off metrics</i>	<i>Use evaluation process to inform how BP reflects this activity and broaden understanding</i>

Key Performance Indicators

#	KPIs 2023/24	Current Performance	Direction of Travel/Target
13	Modernise: Vehicle fleet is kept up to date by way of lease arrangements, and fulfil CoL environmental policy. Ceremonial vehicles are kept under review	<i>Move from Tesla to hybrid Range Nov 22</i>	<i>Hybrid taxi lease renewals mid-2024. Electrification of RR ongoing</i>
14	Modernise: Security arrangements are contemporary, robust but largely unintrusive to the visitor experience, with current risks/threats scrutinised, e.g. climate protestors	<i>New security doors, security risks shared appropriately</i>	<i>Possible body-cams, stab vests and in-house SIA training. Additional member of core security team</i>
15	Modernise: Further develop our ED&I profile via review of guest list diversity, range of external engagement/users of the house, and modification of event styles	<i>Sept 22 all staff Tradition/Contemporary practice workshop</i>	<i>Guest engagement is ongoing, & looking to improved ability to report range of external users</i>



OUTCOME: Whilst the above list may not initially provide clear metrics, it is representative of lead activity that we seek to edit into measurable activity where possible. KPIs have been difficult to define in Mansion House, as much of the focus is on the broader goals of each Mayoral Theme rather than the supporting elements of the house itself. We hope to clarify this over the 23/24 year, finding a balance between the below definitions.

Task KPIs (Key Performance Indicators) are analytics measures that determine a task's performance in critical areas such as accuracy, timeliness, completeness, cost, and speed. KPIs reflect the task's progress (or regress) towards accomplishment of its goals.

Intangible aspects like **good decision-making, artistic and managerial expertise, reputation and relationships, intellectual capital, and the quality of the work force** all influence an organization's performance. We call them **KIPIs, or Key Intangible Performance Indicators**.

Mansion House post-TOM development

Our major workstreams this year will be...

Operations & Household:

- **Priority 1:** Fabric of building review, effects of wear & tear from events and sustainability of the building
- **Priority 2:** Development of security culture and stabilisation of the household team

Finance & Fleet:

- **Priority 1:** Implementation of financial review findings, and relationship to commercial strategy and business planning
- **Priority 2:** Preparatory work for catering contract tender, allowing time for appropriately detailed specification with all stakeholders

Secretariat & Events:

- **Priority 1:** Commercial Strategy established, with marketing tools in place and an efficient & collaborative end to end client experience
- **Priority 2:** LM Diary / MH Venue project to continue to improve on the current enhanced Outlook version

Programme Office:

- **Priority 1:** Delivery of Mayoral Programme supported by portfolio review of programme office integrating both Mayoral Theme & CoL interests
- **Priority 2:** Produce a strategy plan to evaluate and grow the LM's external engagement and impacts

What's changed since last year...

- Implementation of the post-TOM staff structure and institutional separation from the CCC
- 22/23 is the first full post-Covid financial year that the house has been fully open without interruption (since April 20), allowing for continuous operation and physical events
- Initial review undertaken of our financial situation across multiple local risk budget divisions, and the impact of reduced event income (due to Covid) over 17/18 to 21/22
- Critical security enhancements to MH entrances with card reader access to a broader range of staff, and physical improvements & reorganisation of office space
- All-staff ED&I based workshop *Upholding Tradition in a Contemporary Way* facilitated externally, resulting in staff 'commitments to change' exercise

The Corporate Plan...

As the Head of the City of London Corporation the annual Mayoral Themes should broadly reflect the top three aims of the 2018-23 Corporate Plan as listed below.

CP Aims

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

LM Themes

- LM Lyons 2022 - Financing our Future
- LM Keaveny 2021 - People and Purpose
- LM Russell 2020 - Global UK: Trade, innovation & Culture
- LM Russell 2019 - Global UK: Trade, innovation & Culture
- LM Estlin 2018 - Shaping Tomorrow's Business Today
- LM Bowman 2017 - The Business of Trust

Our strategic commitments - We feed into the following Corporation-wide programmes:

- **Climate Action Strategy:** MH beehives/planters on roof and front facade, reduction in shared bins, installation of LED lamps across MH, operation of Building Management System (BMS) system, introduction of Housewater system - filters, chills & carbonated mains water, as an alternative to bottled waters, further KPIs around sustainability being incorporated further into bi-annual catering audits, hybrid vehicles for day-to-day transport
- **Financing our Future: 22/23 Mayoral Year Theme** seeks to amplify wider CoL aims, under the heading of Resilient, Resourceful, and responsible City headings. See also final slide showing overview of the Mayoral Priorities

Our Team

Our People

CoL Staff Survey 2022 – Your Voice Matters
Staff Engagement score: 51% Positive

Total response rate for survey was 40% (18 staff out of 46 MH based employees)

Following the survey, we developed an all staff ED&I based workshop **Upholding Tradition in a Contemporary Way** facilitated by **AKD Solutions**, resulting in a staff **‘commitments to change’** exercise which we hope to build on over the coming year.

We are also looking to develop our staff development capability by clearly defining balanced local training budgets for both compliance and regulatory type training, alongside more broader professional development that is in step with Mansion House needs, and formally supported via learning agreements.

Our overall employee structure now covers 50 positions, of which 7 are based at the CCC. We also fund or part fund a CCC Cleaner for the Sheriffs apartments, and an Aldermanic focussed officer based at the Guildhall.

We also seek to modernise any outdated historic practices, by ensuring we have appropriate local policy guidelines that are relatable to CoL-wide best practice and the Staff Handbook, providing assurance and parity for all staff members.

Policy areas to be covered are;

- **Clothing & uniform (allowances & maintenance)**
- **Overtime**
- **Staff travel after events**
- **Training**
- **Subsistence**

Equality, Diversity and Inclusion

The demographics of the Mansion House staff is as follows:

- Total numbers: 46 positions of staff, with a turnover rate of 2.25%
- Gender: 41% female and 59% male
- Working patterns: 44 full time staff and 2 part time staff (equating to 45.94 FTE)
- Age: 13% of our team are aged 30 and under, with 54% aged between 31 and 50 and 33% aged 51 and over
- Disability: 85% of our staff state that they have no disability, with 2% declaring a disability and 13% not declaring either way
- Sexual orientation: 65% of the overall team declared themselves to be heterosexual, with 4% LGBTQIA+ and 31% not known or declined to say
- Religious beliefs: 2 major religions are represented across the staff. The largest groups are Christian 46%, Muslim 7%, while the remaining 47% is either non-religious or not known
- Ethnic Groups: 83% White; 2% Asian/Asian British; 4% Mixed and Other Ethnic Groups (with 11% Not Known)

There is a small difference in the numbers of staff on our organogram, and the City People metrics available, so we need to ensure Shrieval staff at the CCC are inclusive to this data, and similarly that we encourage all staff to update their City People personal information to contribute towards more insightful ED&I data.

We aspire to show that the Mansion House as an iconic and historic building is also representative of the City and wider society that it serves, through both its staffing and the people that engage with it.

Key Risks

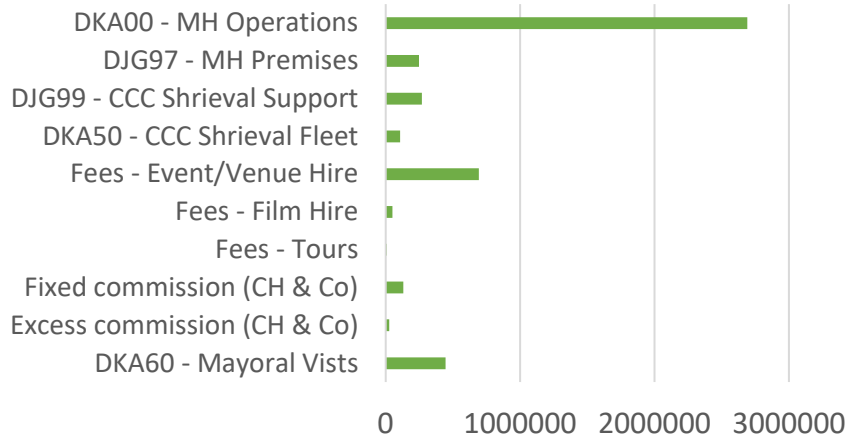
The table below shows an updated working list of MH specific risks, extracted from the combined MH/CCC Risk Register (2018-2022), and reviewed over recent months as MH has begun to fully operate physically post-Covid.

This is pending further access to Pentana to redefine and update RAG scoring, and to stabilise the approach for ongoing monitoring and review. The below is supported by a more detailed breakdown of each risk.

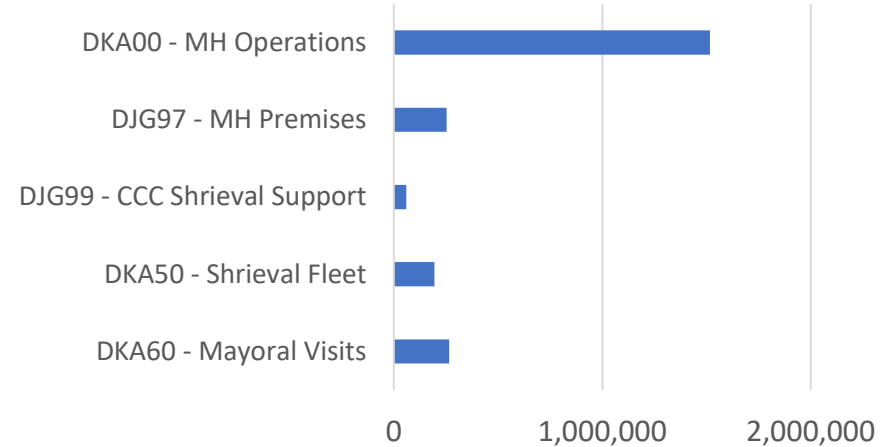
Risk Title	Source	Trend
Annual Repair & Maintenance programme is not completed	Physical	Constant
Damage to the key fabric of the building and/or high value items	Physical	Constant/Increasing
Show Stand - current stand at end of its life	H&S, Partnership, Contractual & Physical	Constant/Increasing
Health & Safety - General	H&S	Constant
Health & Safety - Fire	H&S	Constant
Communications Risk & IT Security	Physical	Constant
Disruption to the delivery of principal Mayoral/CoL events at the Mansion House	Partnership, Political & Reputational	Constant
Security - Events & General	Physical	Constant/Increasing
Resilience and availability of the Civic Team	Physical, Political & Reputational	Constant
Financial – Budget realignment, transparency & consolidation	Financial	Constant/Decreasing
Financial – Failure to meet income target	Financial	Constant
MH/CoL Wine – Storage, stock records & value	Physical, Financial	Constant
Catering contract risks - as identified by KPI Audits	Partnership, Contractual, Financial	Constant

Our Finances

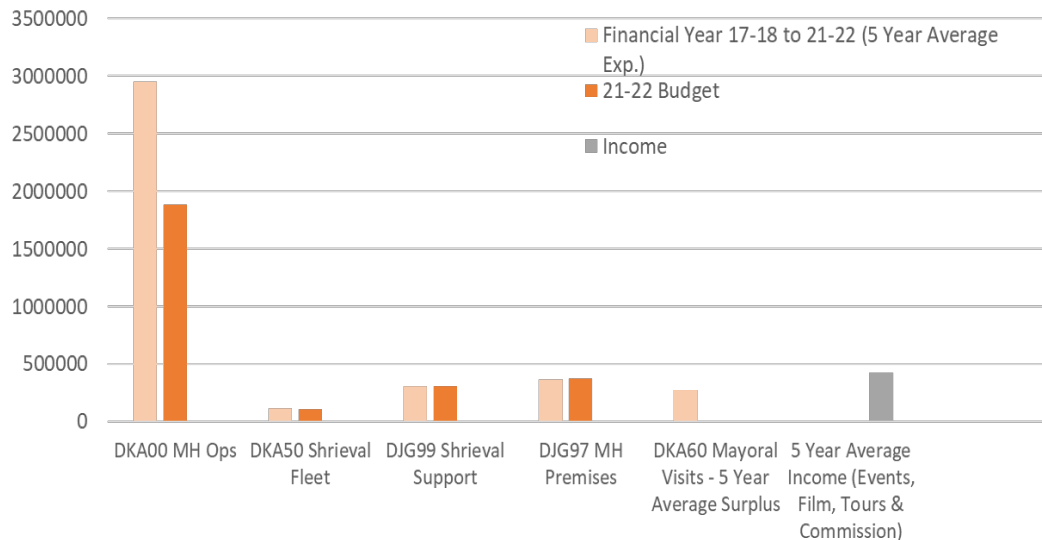
Local Risk – Budgets & Income Streams (22/23)



Local Risk – Expenditure (to 07-23)



Budget vs Actual (£'000)



Financial Model

Our current financial model works around five local risk budget divisions, illustrated above with expenditure to period 07-23 of the 22/23 financial year.

These budgets are subsidised by further income streams illustrated in the top left graph, from external event hire, film hire, catering commission and tours.

Without this additional income, the combined budget resource base would need to be increased by approximately £850K to £1M to sustain the current level of operation.

NB This does not include hospitality related expenditure across the Mayoralty and Shrievalty which is held as a separate set of central risk budgets.

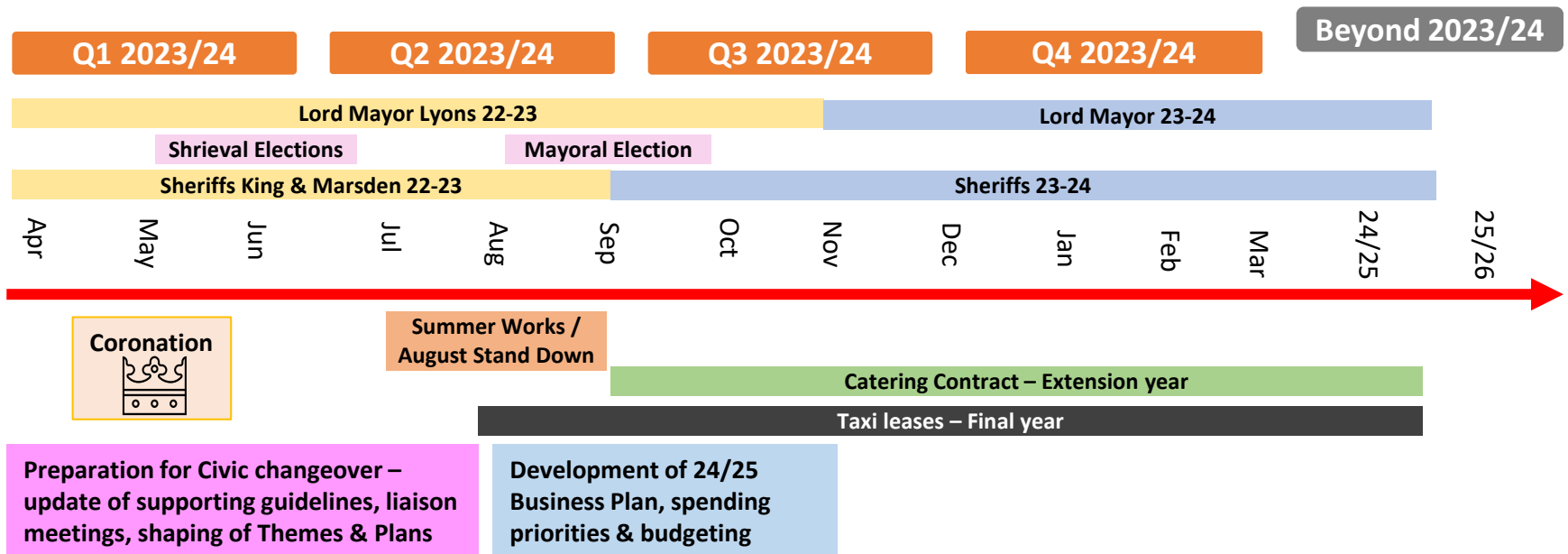
Our Impacts

22/23 Mayoral Year Theme: Financing our Future seeks to represent CoL aims, under the heading of Resilient, Resourceful, and Responsible City headings, (see final slide) and deliver upon Corporation major campaigns, for instance Global Investment Futures or Sustainable Finance.

Financial & Professional Services Ambassador - each Lord Mayor’s Theme is substantially linked to their role as the UK’s Financial & Professional Services Ambassador, carrying out a schedule of diplomatic meetings, international visits and business inward events, that seek to increase investment into the UK and the UK’s volume of trade in services. This work is complemented by our business focused set-piece events, foremost of which is Financial & Professional Services Dinner, which includes an annual speech by the Chancellor of the Exchequer.

Civic Year - there is also an annual cycle of civic focused set-piece events, in which the Mayoralty plays its role as the ‘head of the Corporation’; this is supplemented by occasions in wider public life, where the Lord Mayor and Mansion House have contributed to national events around the Platinum Jubilee, Operation London Bridge, South African State Visit and will participate in the Coronation of King Charles III.

Our timeline planner – Financial year / Civic year



Alderman Nicholas Lyons – Mayoral Priorities - 2022/2023
Financing our Future

Financing our Future through a resilient, resourceful and responsible city, deploying capital and expertise to supercharge economic growth nationwide.

Resilient City

Ensuring the City can deal with future shocks, manage risk and be a global hub for insurance

Resourceful City

Attracting and retaining the best talent, research, skills and innovation so that we can be agile and adaptable to new opportunities.

Responsible City

Showing how responsible and sustainable business, investment and FPS sector contribute to the health and wellbeing of the national economy and our communities.

Financing our Future will look at the whole lifecycle of the allocation of capital and investment to fuel economic growth nationwide and advance our global competitiveness – driving growth and investment especially in the areas of long-term infrastructure lending, green and sustainable financing, boosting the early-stage growth economy by mobilising private savings and pension funds, and attracting international asset owners to have more of their money managed by asset managers in the UK. All of which will be underpinned by a commitment to financial inclusion for all.

Growth Capital Initiative

Global Investment Futures Campaign



Sustainable Finance Framework

Investing in our Future

Financial Inclusion for All

Growth Capital Initiative: Lead the City's Growth Capital Campaign, working with Innovate Finance and the London Stock Exchange, to make London the destination where high growth companies can access the investment they need, at any stage of their journey including taking forward workstreams with the Capital Markets Capital Industry Taskforce.

Global Investment Futures Campaign: Chair the Global Investment Futures Steering Group in association with the Investment Association and Department for International Trade to increase the UK share of assets under management including hosting the Global Investment Management Summit and promoting the campaign internationally.

Sustainable Finance: Champion the City's role as a world leader in green and sustainable finance through COP27 & COP28, building on the Finance for Impact Initiative and hosting the second Net Zero Delivery Summit in 2023.

Financial Inclusion for All: Promote financial education in order to help people improve their mastery of money and in turn, improve their social mobility by hosting a Financial Inclusion Summit at Mansion House, supporting the Financial Literacy Inclusion Campaign (FLIC) project and working with National Numeracy as a partner of The Lord Mayor's Appeal.

Supporting a thriving economy and contributing to a flourishing society *Financing our Future* will promote London and the UK as a leading centre for the allocation of capital towards delivering long term sustainable growth, advancing the competitiveness of the UK, attracting and retaining capital, firms, talent and stimulating exports; championing the role of the FPS sector in supporting the whole of the UK economy and the role of finance in making a positive impact across society; engaging with the insurance industry and making financial inclusion and literacy a priority for the sector.