

Committee(s): General Purposes of Aldermen - For Decision	Dated: 6th February 2024
Subject: Draft High-Level Business Plan 2024/25 - Mansion House & Office of Lord Mayor and Sheriffs (Town Clerks)	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A (pending 24-29 Corporate Plan)
Does this proposal require extra revenue and/or capital spending?	N/A
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	Y/N
Report of: Caroline Jack, Executive Director & Private Secretary to the Lord Mayor	For Decision
Report author: Robert Woodvine, Finance & Administration Manager	

Summary

This report presents for approval the high-level Business Plan for the Mansion House & Office of Lord Mayor and Sheriffs (Town Clerks) Department for 2024/25.

Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Mansion House & Office of Lord Mayor and Sheriffs Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.

Main Report

Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused, and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where

applicable and direction of travel. The Corporate Strategy and Performance Team is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

Draft final high-level Business Plan for 2024/25

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for the Mansion House & Office of Lord Mayor and Sheriffs (Town Clerks) Department.

a. Member Involvement:

The Business Plan is put together with the tacit approval of lead members of the Court of Aldermen, with an understanding of the general direction of the MH from both an operational and commercial perspective.

NB the current Mayoral Theme was presented to ELB in May/June 2023.

b. Prioritisation:

Now the post-TOM staffing structure and arrangements are in place and stable, including the separation of the MH & CCC, we can go into better detail and illustrate the difference in cycle of the civic year in relation to the financial year.

This should allow for an ongoing improvement in Mayoral & Shrieval theme planning, and a longer-term focus on the wider dept/corporate plan business planning cycle.

The specific prioritisations illustrate the workstreams around the catering contract tender process, aligned with the MH commercial strategy/income generation, (new contract to start Sept 2024), and marketing opportunities.

c. Synergies and combatting silos:

The new catering contract tender (launching Jan 2024 for a Sept 2024 contract start), continues to combine the services for the MH & CCC sites. This has provided the opportunity to create a more robust contract specification, with site specific KPIs, re-defined contract management, and improved financial efficiencies across the two sites.

d. Resources utilised:

The MH has been dependent on its income generation to supplement its operating costs and balance its resource base for many years. Compulsory savings implemented by the Target Operating Model (TOM) have made this more urgent, resulting in a revised approach to this department via a commercial strategy.

Staff resources are fully focussed on the MH as an event space for both external hire and Civic events – the efficiency of this is reflected in the size of the team employed.

e. Performance Measurement:

The MH and wider Office of the Lord Mayor (OLM) is very difficult to measure, expect via obvious aspects such as income targets being met.

However, our priority workstreams, dependencies and outcomes, along with our future priorities in the current version of the business plan seek to illustrate the balance between civic and commercial activity.

f. Measuring Impact and Value for Money (VfM):

As above, the MH and OLM is tricky, however, the 2024/25 Business Plan does provide a section on MH metrics, e.g. number of visitors to the hours each year.

Departmental Operational Property Assets Utilisation Assessment

4. **[In this section Chief Officers are required under delegations to report on compliance with Standing Order 56.** A utilisation assessment and comparative organisation/asset benchmarking is required. The assessment should also be provided to the Operational Property Review Board]:

At the time of writing this exercise has not formally taken place for the MH. However, we can state that all parts of the building are in full use, from the cellar for storage, through to the office and event spaces, Mayoral and staff accommodation, plus guest bedrooms – there is no ‘fallow’ space.

The Shrieval floor at the CCC would (presumably) fall under the Surveyors assessment. However, the same applies in that the space given over to the Shrievalty at the CCC is fully utilised (apartments, office spaces, dining/events areas), and an internal ‘service charge’ arrangement between the respective City Cash and City Fund budgets is being developed.

A recent visit to Lancaster House also provided a useful insight to a property of a similar nature, that seeks to maximise its potential as commercial event space, whilst also delivering its core function for central government. We continue work to collaborate and compare with parallel institutions.

The report should say how and when the utilisation assessment has been undertaken and state a and b below for all operational property assets, on an asset-by-asset basis.

- a. In relation to the operational property assets allocated for the delivery of services (state or list in an appendix), these are fully utilised / partly utilised / not utilised.
- b. The processes/resources/expertise were employed to achieve this evaluation were: (state or list in an appendix)

The report must also state c and / or d below:

- c. How partly utilised or not utilised operational property assets will be better utilised: (state a plan to reorganise or rationalise services to improve utilisation)

And / or

- d. The following operational property assets are declared surplus.

Corporate & Strategic Implications

The MH & OLM as a physical space has a need to align with the Climate Action Strategy due to the sustainability of the building itself, and the way it is used. Local improvements are in place (see slide 7 of the Business Plan). However, there is some limit to this without a level of 'structural' intervention to ensure the MH can continue to operate sustainably into the future.

Security implications

As referred to above, the need to balance our resource base with external income places a further emphasis on security for users of the premises and illustrates a key area where it would be impossible to reduce costs to remain securely operational.

Financial implications

The MH is subject to ongoing wear & tear due to the volume of events, and its status as a listed building. Our present (historical) financial model only allows for our commercial income to supplement the operational resources (it is a savings model by default), rather than providing additional funds to be built up to reinvest for maintenance and local improvements.

Public sector equality duty

As a City Cash funded area, and the Mansion House also being a private residence, this may benefit from future clarification.

Resourcing implications

Due to the nature of events and the Mayoral cycle, the Mansion House is always very busy and this impacts staff working patterns, wellbeing, and overtime costs. This can also apply to Shrieval staff based at the CCC for similar reasons.

Conclusion

This report presents the high-level Business Plan for 2024/25 for the Mansion House & Office of Lord Mayor and Sheriffs (Town Clerks) Department for Members to consider and approve.

Appendices

- Appendix 1 – Final high-level Business Plan 2024/25

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