

## City of London Corporation Committee Report

<b>Committee(s):</b> General Purposes of Aldermen – For decision	<b>Dated:</b> 04/03/2025
<b>Subject:</b> Mansion House & Office of the Lord Mayor 25/26 Business Plan	<b>Public report:</b> For Decision
<b>This proposal:</b> <ul style="list-style-type: none"><li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li></ul>	Diverse Engaged Communities Providing Excellent Services Vibrant Thriving Destination Flourishing Public Spaces Dynamic Economic Growth Leading Sustainable Environment
<b>Does this proposal require extra revenue and/or capital spending?</b>	N/A
<b>If so, how much?</b>	£
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	
<b>Report of:</b> Director of Mansion House & Principal Private Secretary to the LM	Caroline Jack
<b>Report author:</b> Head of Finance & Administration MH	Robert Woodvine

### 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 2025/26.

### Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the Mansion House & Office of the Lord Mayor Sheriffs Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2025/26.

# Main Report

## Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 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. High-level Business Plans for FY 2025/26 align to our Corporate Plan 2024-2029. 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.

## Draft final high-level Business Plan for 2025/26

1. This report presents, at Appendix 1, the draft final high-level Business Plan for 2025/26 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.

- b. Prioritisation and alignment to Corporate Plan 2024-2029:

The Business Plan covers the purpose of the Mayoral and Shrieval years, the role of the Mansion House itself, the partners we engage with, and the broad scope of annual activity.

The ongoing commercial development is explained, further supported by the outline of a five-year strategy and direction of travel.

This has enabled the opportunity to align some performance outcomes with the Remembrancers dept. in terms of our commercial event activity, and a further focus on the International Relations of the Mayoralty will be explored over the coming year.

- c. Synergies and combatting silos

We continue with a combined approach for the catering across the MH & CCC. This has provided the opportunity for site specific KPIs, and re-defined contract management and reviews.

Engagement with the CoL's Responsible Procurement Team is also underway. This captures the contract management elements of Environment and Social Governance that is common to the hospitality sector, and brings together representatives from the MH & CCC, Tower Bridge, and the City Schools – ultimately working in support of the CoL Climate Action Strategy.

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. Various savings initiatives over the years have resulted in a more focused commercial development of the MH.

The next stage of this is the clear separation the LM Private Office function, and MH commercial income activity. This is part of a wider overarching review of the range of funding and budget cycles that comprises the depts current finance structure.

e. Performance Measurement:

The MH and wider Office of the Lord Mayor & Sheriffs is challenging to measure in terms of numerical or figurative data. However, due to the further development of our commercial events strategy, we are now able to align performance data with Remembrancers concerning this area of activity.

The possible development of measuring performance outcomes of the International Relations of the Mayoralty will also be explored over the coming year.

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

The 2025/26 Business Plan does provide a section on MH metrics, e.g. number of visitors to the house each year.

There are also feedback mechanisms relating to external hire events, and social value elements that form part of the catering contract relationship.

## Departmental Operational Property Assets Utilisation Assessment

4. **[In this section Chief Officers are required under delegations to report on their Compliance with Standing Order 56.** A utilisation assessment and an analysis of comparative organisation/asset exercise, in accordance with the scope set out in the Operational Property Review, is required. This must also be made available to the OPR at or before the presentation of the Business Plan to Committee]:

The report must say how and when the utilisation assessment has been undertaken and state whether assets were identified fully or partially utilised or fully underutilised.

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 Estates and City Fund budgets has been developed.

Visits in 2024 to Lancaster House and Wilton Park also provided a useful insight to sites of a similar nature, that seek to maximise their potential as commercial event

spaces, whilst also delivering other core functions. We continue work to collaborate and compare with parallel institutions.

### **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. 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.

### **Strategic implications**

All six Corporate Plan 2024-2029 outcomes are referenced in the priority workstream section of the business plan, with ongoing development of performance outcomes.

### **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**

As per the 24/25 business plan report, the MH is subject to ongoing wear & tear due to the volume of events, and its status as a listed building. Our current (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 in maintenance and local improvements.

As referenced above, a wider overarching review of the range of funding and budget cycles that work with is underway.

### **Equalities implications**

We seek to broaden & diversify the MH audience via the commercial strategy & commercial event hire, whilst ensuring the spaces are fit for purpose for a variety of building users.

### **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.

### **Risk Implications**

Current high level red risks are highlighted on the report, following a review in December 2024, and ongoing update on the Ideagen system.

## **Climate Implications**

A relationship to the CoL Climate Action Strategy 2020-2027 runs through the work of the department, reflective of the house itself, the catering operation, and the fleet of vehicles.

## **Conclusion**

This report presents the high-level Business Plan for 2025/26 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 2025/26

## **Robert Woodvine**

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