

# **Mansion House Business and Development Plan**

## **- A Vision for the Future**

**For the benefit of the community, present and future generations.**

### **Introduction**

The Mansion House has an intrinsic role in the history of the City, a role defined by the many influential Mayors that have walked through its doors, the house is also a home for some of the most important pieces of Civic artefacts and regalia in the country, some of which are of national and international importance. The building itself is the oldest purpose built civic residence in the country, one that was built for the purpose of business and entertainment. The Mansion House is a grade one listed building and forms part of a civic complex with the Guildhall.

### **Background**

Recent Time-line:

- 1998 Civic Trust/CYC restoration
- 2002 Lift installation by CYC
- 2004 First Business plan approved by the Executive
- 2005 Revised business plan, approved by the Executive, First opening of the Mansion House to the Public
- 2009 Establishment of the Mansion House and Mayoralty group
- 2010 Website, brochure, increase in number of tours and visitor footfall
- 2011 Business and Development Plan

The Business and Development plan aims to build upon the 2004 business plan and the subsequent revised plan in 2005, both of which were passed by the Executive. There were, however, earlier proposals, which underwent initial consultation; these being the Mansion House Project from 1998 and the outcomes from earlier Policy and Resources Sub Committee meetings from the 1980s and 1970s.

Where the 2011 business and development plan differs from the previous plans is that this document not only looks at the income generation but begins to establish a long term plan for sustainability and future development of this important historical asset.

An outline of proposals was presented for consultation to the Mansion House and Mayoralty Advisory Group in 2010, the Group agreed with the proposals and the 2011 Business and Development Plan is based on this outline with the document being refined with further detail added and amendments made as appropriate.

The business and development plan has been devised to accord, where applicable, with the guiding principles of the CYC corporate strategy.

### **Current pressures**

To run the Mansion House effectively takes resources, both in financial and staffing terms, the present national and regional financial climate makes effective strategic planning and the implementation of the business and development plan essential to safe guard and develop the Mansion House and plan for a sustainable future for the building and its contents.

The fundamental pressures are

- 1 Lack of financial resources
- 2 Building maintenance
- 3 Conservation of the building and civic collection
- 4 Public access, restricted access to the kitchens and civic silver collection
- 5 Staffing levels
- 6 Lack of long term planning and strategic direction

### **Key achievements to date**

Despite the various pressures, the picture is not all bleak, the timeline gives examples of many positive developments in the recent life of the building:

- 1 Website
- 2 Greater public access through tours and other events
- 3 Increased footfall for Mansion House tours
- 4 New corporate brochure
- 5 Installation of CCTV and upgrade of the alarm system
- 6 Increase in income achieved since the last Business Plan and most notably from 2009/10 onwards.

# A Business and Development Plan

## The Vision

The Mansion House Business and Development Plan sets out a framework for the future development of the building and its collection: a development based upon the wish to keep the building, its collection and as a civic residence for present and future generations to visit and enjoy. It also aims to make a significant contribution to the buildings upkeep and maintenance.

To assist this vision, **five** core principles have been established, these being:

- 1 Collection and building management
- 2 Financial management and income generation
- 3 Public access
- 4 Education
- 5 Civic presence

Each core principle can be broken down into multiple sub sections. These are listed below under the relevant sections starting on page 5 below.

The plan takes a short, medium and long-term view, long term in this case relates to 10+ years. The plan will be revised yearly to keep it relevant and to respond to given opportunities that may arise, however, it is acknowledged that the plan will not deviate from the five core principles. Timescales for action will be included in each relevant section with a yearly timeline, based on financial years. Year one being 2011/12.

A key factor for the Mansion House is to keep its identity and to stress and develop the buildings distinctive quality: marketing the building successfully will facilitate this, with any marketing to be appropriate and sensitive.

This plan needs to encompass the many varied demands placed upon the building and its contents. The Mansion House is not one building with a single purpose, but can mean many things to many different people and this is its great appeal, when the blue front doors open it welcomes everyone into its charms and beauty. It is a building that the community locally and at large can appreciate and enjoy.

As with all plans it essential to keep reviewing them and to be flexible, some timescales will be brought forward; some may have to be put back. Different priorities and opportunities will unfold, however, the essential time lines and core

principles will continue to be adhered to.

### **The Bigger Picture**

The Mansion House does not exist in isolation but can play a larger part in the economic, educational and social vibrancy of life the city and assist in the delivery of the relevant city councils corporate priorities:

Sustainable City;

City of Culture;

Learning City;

Thriving City;

Inclusive City.

The building is a significant focal point at the head of an historical square and adjoining streets, surrounded by vibrant commercial activity. As a venue, it blends the historical culture of York with a present day economic landscape and is therefore perfectly situated to embrace all aspects of York life.

The building can also be seen in a larger context of other Mansion Houses and has been visited by Dublin and Doncaster Mansion House staff, to benchmark how the York Mansion House has opened and is continually developing. After a visit of the London Voluntary guides, they were to request that the London mansion House was to open to the public, which indeed it now does.

# **Core Principle 1- Collection and Building Management**

## **Introduction**

Without an effective conservation plan the collection and the building will deteriorate to such an extent that not only will remedial action be prohibitively expensive, but also the building could become dangerous to use. Without the building and the collection it houses then nothing else would be possible to provide education, events and Civic occasions for the community.

It is important to preserve this building for future generations and continuing civic use.

Therefore the guiding principles here are to be proactive, to identify needs, time scales and take action before deterioration and any increase in unnecessary cost arises.

For clarity this section has been broken down into collection and building sections.

## **Collection Management**

### **Conservation Manual**

To design and complete a conservation/condition sheet for each item in the Mansion House. This will be a full photographic A4 sheet of each item identifying the condition of each piece in detail, areas of damage, wear areas of risk. It will also include cleaning instructions where relevant and the overall needs and care instructions.

The conservation sheet will form part of the conservation manual, which will enable any deterioration in the items to be identified and monitored and action taken as appropriate. Therefore in the long term will save not only the items from irreparable damage but also the increased cost of restoring/conservation.

The manual will be updated regularly to keep it relevant with an additional yearly survey of each item in the January closed period.

### **Implications:**

#### **Year One/Two**

Create manual and identify the items that are at the most risk for inclusion

### **Year Three/Four**

Continue to progress the conservation manual.

### **Years 5 Onwards**

Complete and update manual

### **Financial:**

1. Staff time met from within budgets.
2. Folders required to make the manual and printing will be met from within the current budgets.

Savings will occur in the long term, as potential areas of concern will be identified earlier, therefore allowing earlier intervention and action to occur. At this stage the exact savings are hard to quantify, as the process described above is essential to identifying the areas most risk.

### **Collecting Policy**

The Mansion House in recent years has become a repository for items directly related to its history and those of the Lord Mayor and Sheriff and former members of staff. Items donated to the Mansion House have ranged from menus, to photographic albums to watercolours and silver ware.

The Mansion House is also home to items given as gifts to the city through the Lord Mayor and Sheriffs official engagements.

By collecting items of relevance this will allow a greater understanding of the history of the Mansion House and its previous incumbents which will in turn allow greater public access, for academic and family research, to material which otherwise could be lost.

It is therefore essential to build a collecting policy reflecting the following relevance to the:

- 1 Mansion House
- 2 Lord Mayors
- 3 Sheriffs
- 4 Former Members of Mansion House staff and the Council
- 5 Civic history of York

Many gifts are given to Lord Mayors, as first citizen of York, and disposal may be appropriate, over time, where items do not fit within the current Collecting Policy.

Each item will be accessioned into the collection, placed on the MODES inventory and stored appropriately.

**Implications:**

**Year One onwards:**

To carry on with the collection policy and appropriate storage and interpretation. Continue the work commenced by Friends of the Mansion House to catalogue and file items gifted to the Mansion House.

**Storage:**

Storage is currently in the Mansion House; there is a possibility of using a room at the Guildhall after 2012/13 when a decision has been made to the Guildhalls future usage.

**Financial:**

No implications unless the items gifted to the Mansion House are of a high value where additional insurance premiums maybe payable.

Any expenditure for storage boxes and files, and other low cost conservation materials, will be met from operational budgets.

**Documentation**

A complete photographic inventory is essential to understanding the Collection and its role in the history of the Mansion House. Who gave what and when and why? Are important questions. Equally to know what the building holds will enable items to be placed on the website and allow appropriate marketing opportunities and to assist with enquires and academic research.

Thorough documentation is important for insurance purposes and to assist the authorities if a theft occurred. It can also be used to repair damage caused by fire and accidental or wilful damage.

To facilitate documentation, MODES inventory system has been purchased. This allows a full inventory of each item, its size, construction, maker, designer, location and photographic image.

Part of the documentation process is the accession register so that future users can

trace the gifts given to the Mansion House collection

**Implications:**

**Year One:**

Continue with the modes inventory system and accession register.

**Year two/Year three**

Complete the entire historical collection

**Year three onwards**

On going additional inventory work as required to accession gifts to the city and to the Mansion House

<b>Financial:</b>	£
Yearly subscription to MODES	120
Staffing time, from within budgets	

**Building Maintenance**

A broad view of maintenance is required for the Mansion House, which goes beyond any weekly, monthly or yearly regimes, which maybe in place. It is essential to be flexible, in order to respond the varying needs of a building as they occur. Therefore, there needs to be a distinction between the day-to-day repairs and larger capital repairs to the building. Day to day repairs/maintenance of the heater, floorboards and window cleaning, for example, can be met from within the operational budgets.

Larger expenditure beyond the operational budgets, such as painting of the main façade, re-pointing of the brickwork and restoration of the railings, currently relies upon capital expenditure by the Council. Recently, capital works have consisted of:

	£
1998 Structural work and re-roofing	80,000
2002 Lift installation	80,000
2004 Repainting of the façade and railings	15,000
2009 Replacement of stone parapet at the rear of the Mansion House and repainting of the rear windows	65,000

The Mansion House will always require significant ongoing commitment for repairs and maintenance. These repairs are routinely identified, for example currently the hallway is in need of maintaining.

Expenditure is assigned according to need and overall demands of the building bearing in mind health and safety and statutory requirements, which will take priority. To assist this process a simple table, based on the English Heritage 'Managing Assets' Guide will be used to assess the priority for repairs/maintenance requirements. See table 1.

**Table 1, Building Maintenance**

<b>Rating/Category</b>	<b>Implications</b>	<b>Time scales</b>
Essential/immediate	Health & Safety Weather tight Security	Immediate
Short term	Statutory requirements Security Health & Safety	Repairs within the year Part of the planned maintenance contracts, 1 year cycle
Medium term	Statutory requirements Desirable - room repainting/decoration	Part of the cyclical 3-5 year programme
Long term	Desirable improvements, façade repainting; Reinstatement of original features	Part of the cyclical 8-10 year programme

**Planned Maintenance- Yearly Cycle**

This is a yearly cyclical maintenance regime/contracts, which consist of:

- 1 PATS testing
- 2 Lightning conductor testing
- 3 Water Safety testing
- 4 Asbestos monitoring
- 5 Emergency light testing
- 6 Fire and security system testing/maintenance
- 7 Gas oven cleaning/maintenance

- 8 Window cleaning
- 9 PHS supply of washroom items
- 10 Lift maintenance
- 11 Chandelier cleaning

A proactive maintenance regime is essential to keep costs down and to identify the needs of the building for its future use and preservation. As part of this regime, regular monthly inspections of the entire building are carried out to identify areas of need and maintenance requirements. The monthly inspections look at

- Floor surfaces for wear and tear
- Storage of items
- Electrical
- Fire
- Health safety

From 2011 the monthly inspections will also take in the

- Roof areas
- External vertical facades.

Inspections will also have photographic recording as part of the information gathering process to identify trends in maintenance requirements.

### **Additional Planned Maintenance 3-5 year cycle**

Essentially this is an interior maintenance regime, focussing upon the interior aspects of the House, which will be based on a three to five year cycle. Although a time scale is given, this can be varied depending on the condition of the particular project, therefore the timescales are a guide only. Such planned works will include;

1. Repainting/repairing of the interior rooms
2. Repairs to internal flooring

In accordance with best practice, the 'repainting of rooms' will involve cleaning and touching 'in' any damaged paint areas, rather than a full scale repaint. It is advantageous to keep the aged mellow feel that the house has developed since the Civic Trust restoration in 1998. It is important to acknowledge and respect the work that the Civic Trust put into the building. Likewise it is essential that any repainting is carried out to the highest possible standards by crafts people in the trade.

### **Additional Planned Maintenance 8-10 year cycle**

These are long term cyclical planned works, which tend to focus on regular cyclical maintenance of the exterior of the building, which can be programmed into an eight-ten year time scale for the exterior work;

- 1 Repainting of the façade
- 2 Repainting of the exterior woodwork
- 3 Repainting of the railings

The 8-10 year time span accommodates the life span of modern paints for the woodwork and for the masonry. These are important works for the building, especially the visual aspect of its main façade.

### **Longer-Term Maintenance**

This category is longer-term projects, which require large capital expenditure and will therefore tend to be projects where the life expectancy of the works will be longer. However, a maintenance cost will be associated with these works. The works in this category can include

- 1 Improved heating and hot water system
- 2 Gas oven ventilation
- 3 Kitchen restoration
- 4 Display of the Civic Silver
- 5 Secondary or improved primary glazing to the windows
- 6 Re-roofing

These following time scales are a guide only and must be treated as such.

### **Implications:**

#### **Year One Onwards**

1. Continue the planning cyclical regimes as set out above, adding essential maintenance as required under health and safety and statutory regulations.
2. Repainting of the Hallway and stairs area, planned for January 2012

#### **Years Three/Four**

3. Woodwork repainting on exterior of the Mansion House.
4. Repainting of the exterior and railings, Exterior repainting

Exterior repainting of the railings and exterior woodwork should be approximately

every eight-ten years.

## **Financial**

Current operational budgets stand at:

	£
Repairs and maintenance reactive	6,510
Maintenance contracts	6,420
Fixtures and fittings	3,340
Window cleaning	1,000

These budgets not only cover repairs to the historic collection but also repairs/purchases to respond to health and safety, security and domestic equipment purchases and works to the Lord Mayors apartments.

## **Environmental Conservation**

### **Physical impact of visitors**

Physical impact on the building is a concern for any historical site that opens to the public. The key issue is management of the visitors while in the building and management of the building once visitors have left.

The key ingredients for effective visitor management is as follows

- Not exceeding the numbers (guided by health & safety and fire regulations) laid down for the tours/events held in the Mansion House
- Appropriate time space allocated between events
- Conservation cleaning/ routine cleaning
- Light levels
- Ensuring service providers, eg caterers and craftspeople, are adequately monitored and regulated.

Since opening the building to the public, and the growth in visitor numbers, the public have shown great respect and reverence for the building and its contents. Beyond normal wear and tear no significant damage either accidental or deliberate has occurred.

### **Light levels**

Practical and cost effective action has already been carried out to ensure that the blinds and shutters are closed in certain areas of the building until those rooms are

required. On an evening the entire house is 'put to bed' to ensure early morning sun damage is reduced.

Dosimeter (light sensitive paper) has been purchased to established areas that receive the most damage from light. Two areas of concern are the yellow room and the painting of Marquis of Rockingham both of which have suffered the cumulative effect of light damage over the years. Other areas of light damage have been identified. Next stage is to establish the LUX hours for each room, to do this a Light meter will be required.



Dosimeter in the yellow Room

### **Implications:**

#### **Year One onwards**

Establish LUX hours and monitor, taking appropriate remedial action.

#### **Financial           £**

Light meter       50

Dosimeter        20

Once the LUX hours have been established and action taken to improve upon the current position, savings can occur to reduce the need for conservation and remedial action/expenditure.

### **Humidity and Temperature control**

These two elements are crucial in the overall preservation of the collection, variations of both can cause serious and irreparable damage to objects.

A portable hydrometer has been purchased to assist in the regulation of the temperatures and relative humidity in each room. The current readings have confirmed that temperatures vary dramatically in each room. Along with dramatic changes in the relative humidity this causes damage to the objects.

The essential requirement is to eradicate where possible the fluctuations in temperature and humidity. A key component of this is a heating system, although

potentially expensive, this would enable a greater control on the temperature throughout the building.

**Implications:**

**Year One**

Continue with logging the temperature results throughout the building. To fully understand the fluctuations a whole year worth of readings will be required.

**Year Two/Three**

Assess the needs to reduce fluctuations, where practically possible.

**Financial:**

Effective management of the environmental temperature and relative humidity will ensure that the need for expenditure on conservation/restoration will be greatly reduced.

The major cost here would be investing in an effective and cost efficient heating system, which would need to be a longer term development as indicated under longer term maintenance.

**UV window filters**

Currently some areas of the Mansion House are fitted with UV filters. Many of these filters are now in need of replacing.

**Implications:**

**Year One**

Establish financial cost of replacing filters. Replace as appropriate subject to affordability and other budgetary commitments.

**Year Two onwards**

Review condition of existing filters

**Financial implications:**

Cost of fitting new and renewing existing filters

**Conservation cleaning**

Conservation cleaning days are currently set out each week for different rooms this allows an in-depth clean by the housekeepers. The depth of cleaning will be improved by the production of the conservation manual of each room and item.

Because the Mansion House is open all year round it will become necessary to close the building for a period of three weeks in January to allow thorough conservation cleaning to take place alongside any planned internal building works. Traditionally January is a quieter period for the house.

## **Implications**

### **Year one-onwards**

Continue the weekly conservation cleaning of the rooms/ contents

### **Year two-onwards**

Close each January for three-week period to allow conservation cleaning and planned maintenance works to take place.

### **Financial:**

Minimal financial outlay for the conservation cleaning, which will be met from within operational budgets.

Additional expenditure will occur due to the identification of items that need attention. Small-scale expenditure to be met from within budgets larger expenditure from capital/ring fenced income.

## **Health safety**

To keep up-to-date on current legislation regarding health and safety it is envisaged that the current CYC systems will be in place e.g. Health & Safety team and facilities management.

Many of the developments in these areas are best practice and legal requirements. We will also need to respond to problems arising through work place inspections, risk assessments and fire officer/ fire risk assessor visits as well as an other appropriate professional advice.

## **Disaster Plan**

Currently the fire and rescue service has a basic plan of the Mansion House highlighting the location of the utilities, fire exits and the location of the historic interiors. This will enable the fire service to be in an informed position in case of an emergency. A brief disaster plan is also included in the Mansion House Property manual for staff.

The next step is to develop this further to highlight some of the portable items in the Mansion House that may be removed/saved. A disaster plan will also be available for staff to refer to.

A CYC business continuity plan is in place to ensure as much as possible service recommences after an incident. In the event of any such incidents the Councils Business Continuity Plan will be invoked.

## **Implications**

### **Year 1**

- 1 Develop further the disaster plan and contact relevant bodies for assistance if required;
- 2 Ensure all relevant parties understand the implications of the Disaster Plan and any role they may have

### **Financial:**

Met from within operational budgets

### **Security**

Any security improvements will be carried out sensitively, ensuring any unobtrusive equipment is kept to a minimum.

Existing arrangements to receive specialist advice, periodically, on matters of security relating to the building will continue.

## **Implications**

The timescales are essentially governed by the needs of the security reviews that will be carried out and the need to upgrade and add to the security system as and when required.

### **Year 1 onwards**

Start with six monthly security reviews.

### **Financial:**

Any foreseeable upgrades and additional works will be met from within operational budgets and additional income achieved.

## **Environmental Sustainability**

This is a key area to the future development of the Mansion House and to reduce its energy consumption and associated costs.

Current measures are:

- 1 Where possible low energy light bulbs and/or LED lighting has been or is due to be installed.
- 2 Water management, water flushers have been installed to reduce the number of water flushes in the gents urinals;
- 3 Recycle paper, plastics, glass and cardboard

Future development:

Subject to budget and other priorities for long term spend,

- 1 Secondary or primary glazing units can be potentially installed.
- 2 Improved heating systems
- 3 Additional loft insulation

### **Timescales**

Any timescale for acting upon and planning works is currently dependant upon the cost of facilities management consultation fees.

### **Financial**

Grant incentives are available to assist in energy usage reduction. Some grant schemes work on the basis that they are repaid from money saved from energy reduction; therefore they are not an actual cost.

The grants team at CYC have been contacted and have provided a list of possible grant providers (current as of 2010)

## Core Principle 2-Financial Management/Income Generation

### Introduction

Sound financial management and income generation are central to enabling the Mansion House and its collection to be looked after and enjoyed by present and future generations.

This plan envisages that **current operational budgets** provided by CYC will continue. This is currently set at £131k every year and covers:

- 1 Day to day building maintenance;
- 2 Business rates;
- 3 Mansion House staff (salaries/training/uniforms);
- 4 Utility bills (gas, water, electric, etc);
- 5 Domestic supplies
- 6 Residual corporate expenses (marketing etc)

However, those operational budgets are not sufficient, alone, to maintain the building and collection to a reasonable and expected standard.

In addition, there is a **Mansion House Income budget**, which assumes an annual income target (set at £17k annually but see below for more details).

Diversity of income streams is important to enable the Mansion House the flexibility to respond to and absorb pressures and opportunities brought about by local, national and international financial situations as well as capitalise and take advantage of new opportunities to raise income. Diversity of income streams will also lead to a greater public usage of the Mansion House by groups who would otherwise not have the opportunity.

This Plan assumes that any additional income generated over and above the income target will be reinvested in the Mansion House, to assist with its future development and upkeep (see more below). Establishing what any additional income will be used for is important. A brief summary of what additional income could be used for is:

- Public access
- Educational/publication material
- Conservation/restoration
- Building maintenance
- Marketing

For the life of this Plan, **capital expenditure** will continue to be required through CYC finances for large-scale projects. However it is envisaged that from year five onwards contributions towards this will begin to come from Mansion House ring fenced income .

## **Income Generation**

### **Income Target**

To enable a realistic income target to be met and exceeded, a realistic pricing structure will be introduced (see below).

The income target set by CYC will increase by 2-5% on average per annum to take account of general inflation and corporate increases in fees and charges.

The diverse initiatives set out below are intended to achieve, within the lifetime of this Plan, an ongoing regular annual income in excess of £40k in 10 years (inclusive of the target). This target acknowledges the multiple uses of the House. Some of these initiatives have already been implemented and have substantially contributed to the Mansion House achieving its income target for the first time in the 2009/10 financial year. Indications to date for the current financial year are that the target will again be met. Evidence suggests that should the diversity of income generating initiatives be fully implemented for a full operational year and beyond, the targets proposed are realistic and can be achieved. This will, of course, continue to require effective collaboration over Mansion House and civic activity.

### **Implications:**

#### **Year One**

Achieve CYC Mansion House income target (annual target + 2-5% increase)

#### **Years Two-Five**

Achieve an annual business growth of 5% per annum over and above the income target and. It is important to maintain realistic targets and business growth

#### **Years Five onwards**

Review assumed annual business growth, depending upon progress with other long-term developments, such as refurbishing the kitchen and displaying the collection. It is understood that any redevelopment of the kitchen etc, will potentially achieve a greater increase in income generation.

If the Mansion House fails to achieve its income target in any given year, the differential currently falls upon the Council, as the registered owner of the

Mansion House, to absorb.

### **Mansion House Reserve Fund ('Ring fencing' Income)**

This Plan aims to gradually improve its income reserve year on year. Ring fencing income is paramount to the development and maintenance of the building and its collection, ring-fenced income will contribute to capital projects and to the routine maintenance of the collection which is beyond the operational budgets.

'Ring fencing' or reserving income in this way, will allow events to be marketed for specific projects, which could have a larger draw to potential visitors, including:

- 1 Kitchen restoration
- 2 Display of the gold and silver collection

The following criteria for the use of 'ring fenced' income are proposed:

- Restoration/conservation of the collection
- Restoration of the fabric of the building
- To enable match funding to assist in grant applications
- Publication and educational provision
- Purchase of items for the collection, which have a relevance to the Mansion House and Lord Mayors

Any proposed expenditure over monies achieved from 'ring-fenced' income in excess of £10K would be reported to the Advisory Group.

### **Pricing structure**

Any pricing structure for the Mansion House needs to be robust, competitive and flexible. Not only does it need to reflect market demand, but the circumstances of each event/hire, for example is the hire by a charity or a business.

### **Implications:**

Charging will still be based on an hourly rate for hire of the Mansion House as this fits the business model of flexible usage for the building. In addition, a flat rate for morning, afternoon or evening hires will be offered as an incentive to encourage customers to book for longer periods. The pricing structure will be as follows for 2011/12 (Year One):

Table 2: Mansion House Price Guide Indicator

<b>Rate</b>	<b>Full House</b>	<b>Dining Room</b> Hourly rate	<b>State Room</b> Hourly rate	<b>Blue Room</b> Hourly rate
<b>Morning</b> (9.00-1.00pm)	£ 250	£ 65	£65	£35
<b>Afternoon</b> (1.00pm-5.00 pm)	£ 250	£65	£65	£35
<b>Evening</b> (5.00pm-11.00pm)	£ 500	£80	£80	£40
<b>Concession rate</b>	25% discount	25% discount	25% discount	25% discount
<b>Weddings</b>	£750	N/A	N/A	N/A

**Notes:**

- Full house/wedding rate includes exclusive use of the stateroom, dining room, yellow room and Blue room
- Hourly rates quoted are for that room only

The following conditions will apply:

- 1 A minimum usage charge of 2 hours will apply to all bookings
- 2 An administration fee of £100 will be required to secure the booking. This will be non refundable if the event is cancelled two weeks before the event date. This is because staffing arrangements to support hires/events etc need to be put in place at least 2 weeks in advance of the booking.

In return, no pre-booked Mansion House events, (e.g. tour, dinner, recital or conference etc), can be cancelled in favour of a civic or other event due to contractual obligations, which the Council has entered into. The only criteria for cancellation are on health and safety grounds or at the hirer's request. The Mansion House and Guildhall Manager will approve all event requests. However it is important to keep usage of the Mansion House flexible to accommodate all users.

The pricing structure is designed to cover staffing and utilities costs. The Mansion House and Guildhall Manager will review the structure every year, to fit in with the Councils budget setting process

### **Private hires by Charity/Community Groups**

Charity and York based community groups will receive a 25% discount on hire, as set out in the table above.

### **Internal hires**

As from 2011/12 (Year One), all internal charging will cease for use of the Mansion House. To reflect that part of the former income target incorporated an element for internal hires, the overall income target has been reduced accordingly. The only exclusions to this being CYC held events, such as the Food and Drink festival, which will be charged at a discount rate.

### **Tours**

Free access to the Mansion House will remain in place for York residents for the House tours on a Thursday, Friday and Saturday.

The current pricing structure for all the tours will remain in place as follows for 2011/12 (Year One) and will be varied at the discretion of the Mansion House & Guildhall Manager, during the lifetime of this Plan, if and when the economic climate improves:

### **Grants-Funding**

Another potential source of revenue for specific projects are the various grant funding bodies. Work has already taken place in partnership with grants and partnership team of CYC. They have identified a number of grant giving bodies, which may provide grants for specific projects so long as the grant giving body criteria is met.

The large-scale projects as mentioned above will need a substantial amount of external funding to allow the projects to move forward.

### **Implications:**

#### **Year One**

- 1 Process will begin to collect information and research towards a HLF bid;
- 2 Consult relevant interested groups/parties;
- 3 Prepare for submission of an appropriate bid (e.g. Kitchen restoration/display of collection)

## **Year Two Onwards**

4. Continue with developing and planning any appropriate bids

### **Financial:**

Some grant funding bodies will require matched funding or a percentage of the grant requested. The implications of this will need to be fully investigated and factored into any bid submitted.

### **Staffing**

To support the Mansion House Business and Development plan it is essential to maintain effective staffing levels and to ensure that any new or additional staff that are recruited are trained to a high standard.

### **Implications:**

#### **Year One**

Management and staffing of the building to be maintained at current levels, in accordance with demand for use and hire of the Mansion House.

#### **Year two**

To reflect the increasing number of visitors to the Mansion House over the last 2 years (see page 29) and the increasing interest in hiring or using the venue, it is considered that a full-time 'front of house' Mansion House Assistant should be permanently situated in the Mansion House, working under the direction of the Mansion House & Guildhall Manager. Such a change in staffing arrangements would be achieved through a review of existing staffing arrangements.

Clearly, the House needs constantly maintaining to the highest housekeeping standards to ensure it continues to be well presented as a civic home and as a building open to the public and potential hirers. It is envisaged, therefore, that the House will continue to need 2 part-time Housekeepers. Their role, however, will be reviewed to ensure a front of house service is provided at all times, in case of the absence of the Mansion House Assistant.

### **Financial**

It is intended that staffing costs associated with the Mansion House will remain at current levels for Year 2 and beyond. Should the income achieved from the Mansion House grow considerably in Years 3, 4 and beyond, then it would be necessary to review staffing levels again to ensure the Mansion House is fit to

respond to any growing or emerging need. It is likely that any additional increase in staff at this stage would be met from additional ring fenced income.

### **Training**

Specialised training, including customer care and an historical overview, will be given to staff working in the Mansion House, together with a yearly Mansion House Property Manual produced by Mansion House and Guildhall Manager.

In house CYC training for fire, confrontation in the workplace, disability awareness, ladder safety, working at heights

Costs will be met from within existing budgets (EVAC chair training £75 Approximately per person)

## **Core Principle 3-Public Access**

### **Introduction**

The principle of opening up the Mansion House publicly was approved as part of the initial Business Plan for the Mansion House agreed by the Executive in 2004.

In 2010, the Mansion House & Mayoralty Advisory Group was set up to look at improving the profile and development of the Mansion House and Mayoralty. As standard practice, this Group and subsequently the Executive (as its parent body) has endorsed:

- 1 3 day opening for 3 guided tours each day (every Thursday, Friday & Saturday from March to December); previously between 2005-2009, the building had been open every Friday and Saturday at 11am and 2pm;
- 2 A range of opportunities for various pre-booked tours (silver; behind the scenes; candlelit);
- 3 Use of the building for corporate hire, weddings, internal hires and other special events
- 4 Partnership working with other organisations in the city, eg. York Archaeological Trust (YAT) and York Civic Trust.

Visitor numbers for the tours have seen a significant increase in 2010 (see below), which is encouraging, and an increase in those attending joint Mansion House and York Archaeological Events. We have noticed a decrease in 2010 however in regular bookings by governmentally funded groups, through corporate hire, which was to be expected in the current economic climate.

The Mansion House welcomes usage by diverse groups and wide range of interests and will build upon this strong foundation by attracting new and underrepresented groups.

### **Disability Access**

As a public building the Mansion House has a responsibility to provide access to all visitors where possible. Happily, the building does have many good features in relation to physical access. However, restrictions have had to be placed on the number of wheel chair users allowed in the premises at anyone time due to the fire regulations.

To enable effective access the Mansion House has the following in place:

- Level entry access and lift to all areas and side entrance wheel chair access bell

- Disabled toilets
- PEEPS (personal evacuation plans)
- Staff training
- Large print Mansion House leaflet
- EVAC chairs provided

However more can be done:

- Organise specialised tours for blind and partially sighted groups initially as part of residents first weekends then progressing this onto a tour that can be offered as part of the Mansion House portfolio.
- Hands on tours for visually impaired people
- Braille version of the Mansion House leaflet
- Effective marketing to highlight the buildings accessibility

### **Implications:**

#### **Year One**

1. Continue with current practices

#### **Year Two**

2. Organise tours as part of the residents first weekends and enquire if local groups would be interested in assisting with developing tours of the Mansion House, which are specifically aimed at disability groups.

#### **Year 3 onwards**

3. Develop specially designed leaflets for specific groups.
4. Actively market the Mansion House to target audiences.

### **Financial**

- 1 To be met from within existing income and operational budgets.

### **Wedding, Naming and Partnership Ceremonies**

The Mansion House has a wedding licence, which was granted in 2010. Since then a significant amount of work has been undertaken to ensure that the marketing is sufficient and service provision to customers is excellent. Wedding Planning arrangements are in place.

Rather than just providing a set package a more bespoke service to the customer is being made available, to enhance the experience at the Mansion House and keep the character suitable for the building. However, a costed package will nonetheless

be available as a guide so potential clients. All ceremonies will need to take place in the Stateroom, with a drinks reception in the dining room if required and a meeting between the registrar and couple prior to the wedding will take place in the yellow room.

A specific Mansion House wedding brochure will be produced.

To date, a number of enquiries have been made, and are increasing steadily. Although the key to success is manageability, given the other commitments on the use of the Mansion House. This Plan envisages starting with a manageable number of weddings in any given year.



Golden wedding celebration

Such events are expected to be a significant income generation tool, however it is essential to ensure the building blocks are in place to capitalise upon this market.

## Implications

### Year One

1. Wedding brochure design and printed
2. Advertise in getting married in York
3. Identify other marketing and promotional opportunities
4. Continue to work with wedding planners, where appropriate

### Year Two Onwards

5. Continue to develop and improve wedding planning in the Mansion House;
6. Annual review of service provided

## Financial:

### Expenditure

	£
Wedding licence	683 (per year, 2050 for the three year licence)
Advertisement	500

Total **1183**

Brochure, design and print 2000 (no recurring costs associated here)

**Income**

Ceremonies £  
750 per wedding/reception

Total **3000** based on four events per year

Any wedding planning services will be cost neutral to the Mansion House.

**Mansion House tours**

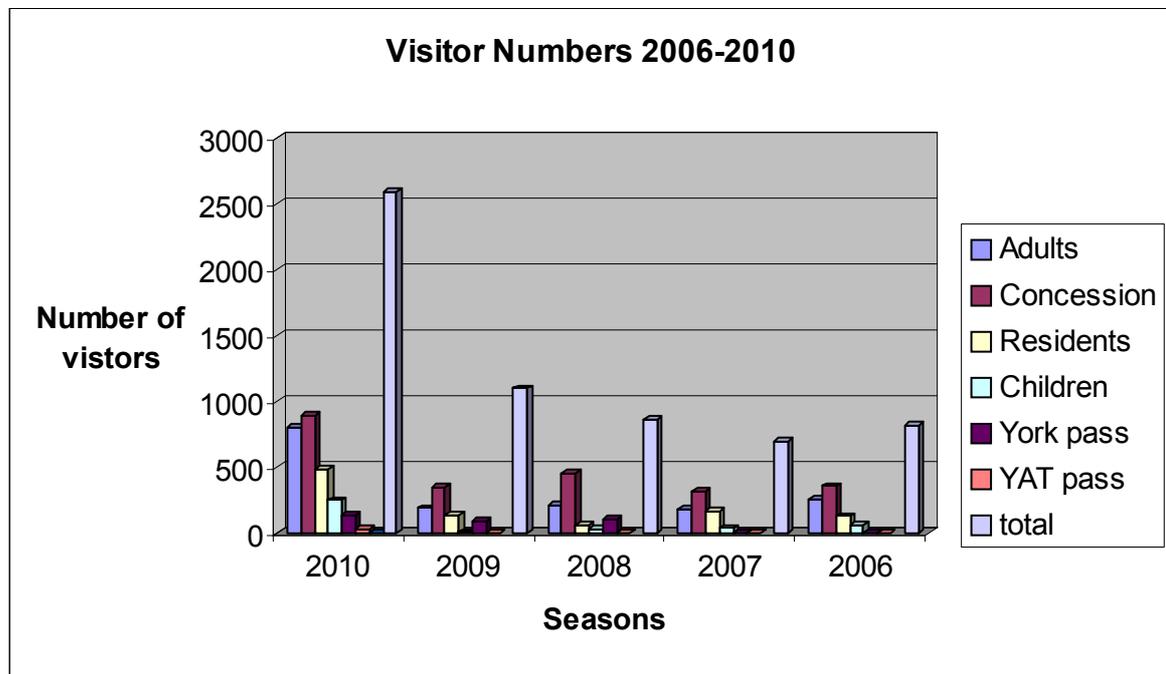
Tours of the Mansion House are currently split into these categories

- 1 House tours, these are guided tours every Thursdays, Friday, Saturdays from March to Christmas
- 2 House tours for groups, pre-booked, duration of one hour
- 3 Silver tours, duration of 1.5-2 hours in length and are pre-booked
- 4 Connoisseur tours, which are pre booked and focus on an aspect of the collection, duration 2 hours.
- 5 Behind the scenes tours for groups
- 6 Candlelit tours and spooky stories

All the above tours save the house tours are pre booked. Other types of tours could become relevant as the business and research develops and these tours will be offered.

In the 2010 season the Mansion House has seen a 135% increase in visitor numbers as against those of next highest year of visitor footfall which was 2009. This shows a significant increase, which, in part is due to the extra day of opening and the extra tour each day which has enabled greater flexibility for the visitor. It also demonstrates that the differing tours are attracting a range of visitors and appealing to a larger audience. Attracting potential audiences to places of interest takes time to establish public awareness.

Table 3: Visitors numbers to the Mansion House



Notes on the bar chart

- Visitor numbers are based on all the tours that we currently provide, and those that we have established in 2010.
- 2008 saw the introduction of the York pass
- 2010 saw the introduction of the YAT pass
- The graph does not include those visitors attending the Lord Mayors at Homes, although this should be included in the future and a current estimate of visitors to these is between 300 to 500 per occasion.

Using the increase in footfall during 2010, this Plan realistically envisages maintaining those figures in Year One. Indeed, based on trends over the last 2 years visitor numbers are likely to increase year on year provided the Mansion House continues to offer and promote a range of opportunities for visitors.

Core Principle 3 (Public Access) sets out the medium to long-term objectives to potentially refurbish and open the kitchens and to display the gold and silver collection. The Mansion House and Guildhall Manager will be reviewing the likely impact on visitor numbers from these objectives, as part of the research work associated with these potential developments. York Archaeological Trust advise that developing the kitchens would also lead to a further increase in educational usage of the building.

## **Implications**

### **Year One**

1. To retain the opening times and days for the house tours as set in 2010/11 and in addition open the Mansion House on key Bank Holiday Mondays for house tours (e.g. Easter, August);
2. Open the Mansion House for special tours and events throughout the year (e.g. St Nicholas Fair)
3. Continue to offer and conduct other group tours referred to above and begin to actively market these tours to groups and societies

### **Year Two/Three Onwards**

4. Open up the 2<sup>nd</sup> floor to visitors on the tours
5. Consider the potential to open on Sundays for guided tours.

It should be noted that progressively increasing the opportunities for visitors to the building, always working with the civic commitments, can only contribute positively to any grants funding application in the future and overall public access.

### **Year Three Onwards**

6. In the light of any future developments to or restoration of parts of the building (e.g. kitchens), existing tour arrangements will need to be reviewed.

### **Financial:**

1. Marketing material associated with promoting Mansion House tours will be met from within the advertising/publicity budget.
2. Any staffing costs supporting tours will continue to be met from within budgets.
3. Volunteer guides will continue to be used, free of charge, to support house tours. Minimal support costs (Friends events) will likely rise from 2012 onwards as the number of guides increases to support increased tour demand. These support costs will continue to be met from within existing budgets.

### **Kitchens and Civic Silver**

These are two key elements in the development of the Mansion House, and two areas, which remain to be tackled effectively. Structurally the kitchens are in need of maintenance and refurbishment. The civic silver collection is kept secure in a safe, with limited public access and conservation standards could be improved.

In September 2010 a limited survey was carried out of visitors on house tours to establish what additionally they would like to see. They were given two options, either the civic silver collection or the restored kitchens, visitors were asked to rank these in order of preference:

Of the 40 questionnaires returned, 27 preferred the kitchens as the first option and 13 preferred to view the silver collection. In 2011/12, it is intended, under this Plan, to continue sampling the questionnaire on visitors to the Mansion House and to evaluate responses.

Educational provision would be increased with the opening up of these areas of the collection, the kitchens for example would allow greater contextualisation of our current educational provision and allow the exploration of new educational avenues. The silver collection could allow educational visits to look at metal work.

Both the kitchens and the silver would allow local history to be explored, in relation to York silver smiths and the kitchens would allow the lives of the butlers, cook maids etc to be explored which hereto has otherwise been hidden and the emphasis placed on the history of the Lord Mayors.

The opening up of these two key areas would allow the Mansion House to be placed in context, not only within the building with the kitchens restored but also in a wider York context with the lives of people explored and some of the Mansion Houses key elements of its collection.

Increased footfall from the general visitor to York and from York residents can be expected, it is envisaged that this evolution would encourage repeat visitors and new visitors to the Mansion House.

Income generation is a part of this development, which will lead to increased expenditure on the care of the collection, education, public access and publications.

Feasibility studies will need to be undertaken, primarily on the structural elements of the plans. Their needs to be a clear understanding of the costs associated with the structural work required.

### **Civic Silver**

This again is a key factor to the growth and development of the Mansion House, namely an effective display of the silver collection.

The silver collection has many rare and beautiful items, such as, the Gold Goblet which carries the first gold date letters for York and the oldest silver chamber pot in the country! Many of the items in the collection were made and purchased and donated to the Mansion House, the display would allow the objects to be in context in the building that they were intended for.

The safe is small and is inadequate for storage and conservation of the collection. Storage and conservation has occurred but due to the limited budget this is all that can be carried out at present.

Currently the civic silver collection is available for viewing by pre booked groups, and then these groups only see a selection of the silver that the Mansion House holds. Academic research is restricted as access and knowledge about the collection is limited. Loans of items from the collection have been made to the York Civic Trust, York St John University, Victoria and Albert museum, Gold Smiths Company and more recently Wakefield Museum Service.

To address the above problems greater access will be available through promotion on the website and proactive promotion to interested groups and societies. However, the problem will still remain that the collection in its entirety is not viewable and the conservation of the collection is inadequate.

Therefore to effectively increase public access, education, conservation and income generation it is proposed that an effective display of the civic silver should be made within the Mansion House. To do this a number of feasibility studies will need to be carried out which will lead towards grant applications from various sources.

Preliminary work has already started on the display of the silver.

## **Implications**

### **Year One onwards**

1. Feasibility studies to be carried out, the feasibility studies will need to establish building requirements, listed building consent, environmental issues, identification and application to grant giving bodies as and when appropriate.
2. Continue with preliminary research already started.

### **Financial:**

1. Costs are at this stage too early to identify. This is a large-scale project with capital and on going costs.

2. The effective display and marketing of the collection would increase income generated.

### **Kitchens and Basements**

The restoration of the kitchens is an important part of the development of the Mansion House, as currently only the sumptuous staterooms are explored by the majority of visitors. Access to the kitchens are limited to pre booked groups on 'behind the scenes' tours.

Structurally the kitchens retain their 18<sup>th</sup> century vaulting with later additions such as the late 19<sup>th</sup> century larder store cupboards. However, the current fabrics of the kitchens are modern, with modern units and work tops. Underneath a lot of the modern kitchen can be found the earlier elements, from the turning spit mechanisms to the mid 19<sup>th</sup> century hot water taps. The kitchens themselves are large with two distinct areas, which are termed the front and main kitchen. It is the intention, under the lifetime of this Plan, to restore the main kitchen to a working 19<sup>th</sup> century kitchen. The front kitchen would be turned into a fully functional modern kitchen to cater for modern requirements.



The Bushell range in the front kitchen

This approach would also allow visitors to see and experience an historic and modern kitchen, side by side. Educationally the restoration would allow school groups to experience life in a 19<sup>th</sup> century kitchen and place our current educational experience 'you rang my lord' in greater context. Parallels could also be drawn between modern and historic hygiene and cooking.

The restoration would also allow an appreciation of those who worked below 'stairs', the cooks the butlers and so forth. This area of the houses history is sadly neglected with hitherto the main focus being on the Lord Mayors. To redress this the lives of the Mansion House staff would be explored.

Preliminary work has already started on the lay out and design of the historic kitchens with an initial report prepared by Peter Brears. The Museums Trust has also been informally approached about the loan of items from their collections, one

item at least which came from the Mansion House; the request has had a favourable response.

### **Year one onwards**

Feasibility studies to be carried out, the feasibility studies will need to establish building requirements, listed building consent, environmental issues, identification and application to grant giving bodies as and when appropriate.

### **Financial**

Until the feasibility studies are carried out the exact costs are hard to estimate.

This Plan envisages a potential for income to increase as the House becomes more appealing to a greater range of visitors. Income could also be generated from specialised cooking sessions and educational tours.

### **Retail**

The Mansion House shop and reception area currently has limited variety of stock for visitors to purchase items to mark their visit. This is due to a lack of funds in recent years being available to buy the stock but in light of rising visitor figures over the last 2 years, it would now be appropriate to review the stock and introduce some lines incrementally, including selective limited edition items.

Currently the best selling item in the Mansion House is the guidebook, followed by other books relating to the history of York and the cards, although we do have many requests for post cards. In particular, there appears to be considerable interest in the history of Lord Mayors of York. Lords of the City, for instance, has sold consistently well during 2010.

The area available to display and sell stock is small and, although near the exit point for visitors, it is not essential that they detour into the shop. Therefore it is essential to maximise any potential spend before and after the tour and to make the display of stock visually attractive.

Any items sold will be appropriate to the Mansion House and where possible have a connection to the building. Bearing in mind our current visitor demographics and whether they are visitors staying in York or day trippers the stocking of items identified below will need to be appealing as souvenirs and/or those wanting to know more about the building and its collection. Having a brand and identity will prevent sales competition from other outlets.

However, as the building opens up more there are opportunities to have items that

are of more interest to children.

It is essential to guard against over supply and being left with out dated, unwanted stock. To avoid this problem and to establish which lines sell the best lower numbers of items per range will be ordered. This will increase costs of each range slightly but until data can be analysed on sales then an incremental approach would be appropriate. Working in collaboration with Visit York, an additional outlet to sell selective Mansion House items has been secured at the Visitor Information Centre.

## **Implications**

### **Year one:**

1. Introduce an appropriate stock of post cards and pin badges in addition to the additional ranges already available;
2. Introduce a new publication on the Sigmund Sword, through collaborative working with 'Friends of the Mansion House'
3. Systematically review the success of new lines introduced at the end of year one and continue that practice into subsequent years

### **Year Two Onwards**

4. Introduce further alternative lines, incrementally, always reviewing the success of their introduction (e.g. Mansion House candles)
5. Assess feasibility of an on-line 'shop' through the Mansion House website

### **Financial:**

1. Initial outlay for restricted number of new stock items to be met from within existing budgets

## **Lectures/talks**

The building is ideally suited to allow lectures and talks to take place on a whole range of subjects, which has in recent years ranged from talks from within the collection to a lecture on the process of sleep. It is intended to continue developing the potential for lectures in the Mansion House. As the experience base of the Mansion House builds up, more avenues for potential lectures etc become available. In terms of utilising existing resources and partnerships established, it is planned to continue working in partnership with others to deliver lectures etc at the Mansion House, e.g. YAT, Friends of the Mansion House, Voluntary Guides Association etc.

This Plan envisages developing a Mansion House Lecture Programme, starting in year one.

Although not necessarily great income generators, these lectures are important for public access and involvement in the building and its role in the community.

### **Implications**

#### **Year One:**

1. Continue to develop the building as a place to hold lectures and talks;
2. Continue to work with partners in offering lectures at the Mansion House, including lectures on aspects of the Mansion House/collection;
3. Identify groups who may wish to hold regular talks/lectures

#### **Year Two Onwards**

4. Continue to offer and deliver a lectures programme in the Mansion House, in order to establish the programme as part of a cyclical calendar of activity

#### **Financial:**

1. Staffing costs to support holding lectures will continue to be met from within existing budgets, as will any minimal marketing costs required.

#### **Income:**

Lectures will continue to generate a small amount of income, based on agreed split with ticket sales or room hire charge, if applicable.

### **Internal/External Events**

The Mansion House is used for many types of events from formal dinners to receptions and meetings/conferences and even filming for a documentary. It is important to carry on these type of functions not only for income generation but also for public access.

As current practice, the House will be able to be used by charities, York based community groups, internal CYC hirers and external companies/organisations. Using the house for a wide range of events will ensure improved income generation opportunities.

As some hirers are from out of York, this could be an opportunity for the Lord Mayors to promote the city and the Mansion House as outlined in the constitution.

Although it is not be a pre-requisite that a hirer of the Mansion House should invite the Lord Mayor to attend the event. If appropriate an invite is often sent out of courtesy.

The Mansion House will continue to host civic and important City Council events, as a crucial part of its living history. The Mansion House & Guildhall Manager will continue to manage the Mansion House as a home to all events held in the building.

It is also essential to continue to develop new ideas and events in partnership with other organisations/companies.

Marketing the house to the correct groups here is essential, the website, brochure have contributed to a greater awareness. However a planned marketing strategy is discussed below.

## **Implications**

### **Year One**

1. Continue the current development of events held in the Mansion House, including chocolate workshops, murder mystery suspense evenings, fine dining etc
2. Continue to promote availability and raise awareness about the Mansion House, as part of a planned marketing campaign

### **Year Two**

3. Review the type, nature and effectiveness of events held in the Mansion House to assess their value to the Mansion House and community.

### **Financial**

1. All staffing support and any relevant marketing costs will be met from within existing budgets.

### **Film and Television**

Another potential avenue to explore is the use of the Mansion House as a location for Television and film companies. Work is currently underway to promote the Mansion House to prospective users.

Any use of this nature would have to be accompanied by strict guidelines to protect the collection, building and the integrity of the Mansion House and

Mayoralty.

## **Implications**

### **Year One**

1. Identify production companies/location managers and promote the Mansion House to these companies.

Time scales are impossible to define, as this would be limited to the filming timescales and other commitments on the Mansion House.

## **Financial**

This is hard to quantify, as this will really depend on what the hirer would want and what we can provide and time scales etc. as a guide we would be working on the basis of

Internal filming	1K per day
External	£500 per day

## **Music**

Music can take many forms, but as a venue to hold recitals and workshops the Mansion House is potentially ideally placed. Opportunities are being explored for the potential to hold musical recitals and workshops in the Mansion House.

Music will continue to be allowed at receptions and dinners.

## **Implications:**

### **Year One:**

1. Continue to explore opportunities for the Mansion House as a home to musical recitals/workshops

## **Mansion House Website**

The website is now up and running, to date it has had a positive response. The website is not only a vehicle for promoting and raising awareness of the Mansion House and its collection, but also expands the opportunities for public access in the wider sense. It provides an alternative for those who are unable to visit the House to learn about it and what it has to offer.

A range of enquiries are arising from the website, not just about using the building but also about its history and that of previous Lord Mayors.

## **Implications**

### **Year One onwards**

- 1 Ensure the content of the website is both promotional and informative, so that it becomes over time a significant public information reference guide to the Mansion House and its collection

### **Financial:**

Dedicated staff time to be provided and managed within existing resources/budget.

## **Publicity/Marketing**

### **Market analysis**

Further market analysis will be needed and will need to be reviewed regularly to enable the Mansion House to be competitive.

The Mansion House has suffered from being York's best kept secret in recent years. Therefore we need to maintain and develop an effective marketing strategy.

Current visitor demographics have traditionally been the 30+ age range for the tours of the Mansion House. Table 04 gives a break down into general groups of the visitor demographics since opening in 2005/6, with clear indications that we are reaching a wider age range in 2010. However, with the survey for the restorations of the Kitchens and display of the gold and silver the visitor was asked to complete their age range, this gave a very selective survey completed by a limited number of visitors. In the 2011 season the visitor will be asked to complete the same survey but with a view to running the survey all year.

**Table 4: Visitor demographics in 2007 and 2010, based on the 40 people survey**

Age groups	2007	2010
Under 16	0	0
18-34	3	6
34-64	23	21
Over 65	14	13

**Notes:**

40 visitors sampled on the tours (Friday/Saturday in 2007, Thursday Friday Saturday in 2010)

Since 2010, this profile of visitors has started to change, although due to the limited survey, a clearer reflection is indicated in table 03, and a more diverse range of ages are apparent This is partly as a result of a determined effort to reach wider audiences, through such media as follows:

- Lord Mayors Easter Egg Hunt
- Increase in opening times/opportunities
- Different types of tours
- Website
- Knowledge that the house can be hired for a range of functions.

Through an ongoing effective marketing plan, footfall can be increased.

**Marketing Plan**

Below is an outline of the marketing that needs to be done in the short to medium term to firmly establish the Mansion House, in its rightful place in York's history for the benefit of the community and visitors to it. It is intended to produce a Marketing Plan specifically for the Mansion House. Some initiatives have already been enacted:

1. Launching the Mansion House website
2. New corporate brochure
3. New tour leaflets
4. Active liaison with Marketing & Communications team

Any marketing needs to focus on the beauty, history and atmosphere of the building, also encompassing the product and the brand of the Mansion House. This is crucial to set the House apart from its competitors in the city. Something unique and different needs to be offered.

The House is in an enviable position, in the middle of the city, at the junction of three main shopping streets, to date this has not been capitalised on. This must change to see the growth in visitor numbers.

Marketing and communications have assisted recently with marketing the building.

Opening up the house more to use is one form of marketing essentially by word of mouth and in essence on many events and occasions there is a captive audience,

one that should be exploited to its full potential to market the building.

### **Mansion House Identity**

A logo based on the stateroom coat of arms and a Mansion House style has been developed with a local designer. This design has been continued into the website and will influence the design of any other publications. It is important to have an identifiable image/brand.

### **Website**

The website have proved to be an effective marketing tool which has significantly increased enquiries about the Mansion House, its history and events. It will remain an important of the marketing plan for the Mansion House.

### **Corporate brochure**

The brochure was designed and produced in 2010, the overall design and content is of a high quality with many positive comments being made. The design of the brochure will now influence the subsequent design of the wedding and other brochures/leaflets as part of the Mansion House identity.

### **Weddings**

See above

### **Social Media Sites**

The use of social media sites is becoming more important, and in particular to attract the younger audiences. Media sites like twitter and face book allow an instant 'hit' with marketing material and awareness raising.

### **Signage**

Any signage needs to be removable and appropriate. Clearly the signage before 2010 season was woefully inadequate to attract visitors.

In April 2010 new and purpose made signage has been in place which has been effective to attract new visitors.

### **Launch**

A valuable way of highlighting the Mansion House to the community and in particular the business community. Plans for this launch are already underway.

Any launch will be followed up with contact made to those attending and other event awareness events will take place as a appropriate to continue awareness razing after the initial event. Such other awareness raising events will take place.

For continued development, the contacts database will be established and built upon, made up of groups who have used the Mansion House for a events and tours.

### **Local media**

Much positive work has already begun in this area with new paper articles and radio interviews. It is important that this positive profile awareness continues and is built upon. Stories, to the local media will need to be constantly developed and publicised as this will help with the constant growth of awareness. Stories could develop around loans to and from the Mansion House and acquisitions.

Opportunities are being explored for periodical features on the Mansion House, Mayoralty and Guildhall, as part of the marketing and communication plan.

### **International links**

This development will be gradual, and will be built upon those links also generated with the Lord Mayor and the cities twinning partners.

### **Implications**

#### **Year One**

Establish an effective Marketing Plan for the Mansion House, incorporating:

1. Launching the Mansion to key contact groups (including businesses, hoteliers, wider community groups, historical groups and societies);
2. Liaising with Visit York and maximising use of the Visitor information Centre (VIC), including the community board and visual display advertising for tours/events;
3. Press articles
4. Continual development of the website, establishing links with appropriate partners;
5. Advertising in appropriate journals/guides to the city
6. Market analysis to be carried out and plan based upon the findings.
7. Develop Mansion House blog and social media outlets.

#### **Year Two**

8. Review the implementation of the Marketing Plan from Year One and modify as appropriate;
9. Continue to identify new and relevant media outlets and promotional opportunities;
10. Explore the potential for establishing appropriate international links, eg. Global York's, international Friends.

## **Friends of the Mansion House**

Currently this group of friends are proactive in leading the tours of the Mansion House on Thursday, Friday and Saturdays. The group is made up of people who have had a connection with the building such as being Lord Mayors and other people who share a great love of the city and its history. Currently the group is approximately 30 in number, although this does fluctuate slightly.

As the building opens more to the public it will be necessary to increase the numbers of friends to lead the tours, not only the house tours but also have the friends trained to lead the silver tours. Although the friends are a voluntary body it is important to continue to recognise their great contribution and enthusiasm in leading the tours, without whom we could not open the building, therefore the continued events currently held for the friends will be built upon and the provision of a newsletter.

Continue the current training methods, which have proved effective. Added training where required to those guides who may want to lead the silver tours. Opportunities are available for those volunteers who want to work behind the scenes. Currently three volunteers are working on research a project there is scope to have volunteers becoming more involved in the work that goes on in the Mansion House.

Currently the volunteers come from word of mouth and former members of the civic party. An advertisement campaign for volunteers will be needed to increase the numbers.

## **Implications**

### **Year One:**

- 1 Continue the current arrangements and events, which consist of two lectures/tours per year and a meet the new Civic party reception and a Christmas thank you.
- 2 Attract new guides for year two with training provided. Enquire which guides would be interested in leading the silver tours.
- 3 Provide opportunities for volunteers who want to work behind the scenes, on research projects for instance.

### **Year Two onwards**

Continue to manage the volunteer support so essential to the Mansion House and explore the potential for making the Friends a more formal body with a

chair/committee system. This could assist with management of an increased volunteer body.

## **Core Principle 4-Education**

### **Introduction**

Education is an important recent development and has been made possible by the assistance of York Archaeological Trust and the expertise of their staff in this area in developing the programmes below. All of which have been written to fit the core curriculum.

It is important to have children and adults involved in the education provision by the Mansion House for the benefit of the community and so the child or adult has a relevant contact between themselves and their heritage. All educational provision will use the city, Mansion House, collection and history as a basis for the education.

To date, the Deputy Lord Mayor and Mansion House have hosted one educational event during Local Democracy Week. This was very successful and as a starting point has worked well. Similar links with York schools should be developed to assess the suitability of the educational activities provided and build upon this.

This Plan envisages building upon the current provision with other educational provision for children and begins to develop an adult educational package giving scope to develop educational visits based upon the rich and vibrant civic history of the city.

Further awareness raising of the educational provision will need to be increased with an increased marketing presence. Time to establish the educational programme will be required and teacher's awareness sessions will be organised.

A teacher educational pack will also need to be developed to give teachers background to the education that is being provided and as a resource that can be carried back into the classroom.

### **Children Educational Development**

Currently three types of educational events are available;

- Meet the Mayor
- You rang my lord

- Jane Austen dance classes

Each visit will be a maximum of 30 children and will be led by a member of YAT education service. These are pre-booked through the YAT booking office. These three types of educational experiences offer the choice to schools to sample three sides of the Mansion House.

Other educational provision based around the Mansion House is being explored. It would also be possible to look at educational visits based around York Civic history, which could be of interest to York schools.

The educational offer would be further enhanced with the restoration of the kitchens and display of the gold and silver collection. This would enable a more comprehensive understanding of the Mansion House, as the children would see all aspects from the kitchens to the grand staterooms. It would also mean that educational provision, for example, for 'You Rang My Lord', would be placed in greater context with restored kitchens.

There would be further educational opportunities to provide educational visits to explore both the modern and restored kitchens. The display of the silver collection could allow educational opportunities to explore the science of silver making as well as local history. These educational provisions will be looked at in more detail as part of the restoration/display planning and grant application.

### **Outreach Education**

Instead of waiting for schools and groups to come to the Mansion House it is possible to develop and outreach programme and visit schools with objects that are relevant to the studies. This could be items which are loaned from the collection or the item taken and shown to the school group and discussed. Outreach work would be best provided in partnership with other CYC service areas.



Meet the Mayor

Learning boxes on a range of living history areas could be developed and provided to schools.

## **Adult Education**

Adult educational courses are another avenue to public access. These can be short courses, which revolve around York's civic history using the Mansion House as the base, but also use the Guildhall and the city archives as resources. The duration of the course could be two hours a week, over six-week period. Probably either morning or afternoon to allow access to other locations during the course.

Other types of courses can look at the civic silver, furniture paintings and so forth. These would be short three-week courses, with one session of two hours per week. These would be introductory session not only on the items in the house but also using the objects as the focal point for learning.

There is a possibility of having accredited courses but this would need further discussions with relevant course providers for instance the Workers Education Association.

## **Implications**

### **Year One**

1. Continue the development work with YAT and the educational provision.

### **Year Two**

2. Continue the educational offer as set out in Year One
3. Provide teacher resource packs in relation to the educational offer

### **Year Three**

4. Develop an adult education package which looks at the civic history of York and separate educational sessions based on the collection;
5. Assess suitability of developing learning boxes

### **Year 4 Onwards**

6. Launch the adult education programme;
7. Start developing outreach work.

### **Financial:**

1. The educational provision by the Mansion House is cost neutral, although it is important to stress that educational provision is not regarded as an income generation tool but rather a commitment to community engagement.

2. Publications and course information as appropriate will need to be met from budgets and ring fenced income.
3. Staff time to develop the programmes will be met from operational budgets.

### **Publications**

The publications will be based on the Mansion Houses collection, history and those of the Lord Mayors and Sheriffs and any other relevant and appropriate histories. These will be important resources for the users of the service and will assist in placing the Mansion House and the Lord Mayor in a regional and national context and making the history more accessible to a wider audience.

Publications can take the form of guidebooks, information sheets, catalogues, scholarly works and works aimed at children as well as adults. Accuracy, relevance and readability will be of the utmost importance. Careful consideration will be given to each publication proposal to ensure that each periodicals relevant audience can be established and effective marketing strategy developed directed towards the target group.

### **Implications**

#### **Year One**

1. Introduce a yearly publication relating to the Mansion House, its history and collection.

#### **Financial:**

1. Costs for publishing any new educational material etc will be met from within existing budgets.
2. If applicable grants and partnership working will be sought to assist in the publication costs
3. Time and resources allocated for research will depend on whom carries out the research, E.G Mansion House and Guildhall Manager or a volunteer

#### **Income:**

A small income will be generated through these publications which it is intended will be sold through the MH shop, online and VIC and potentially as related ticketed launch events.

### **Lectures/talks**

As part of the educational provision lectures and talks will be encouraged on a wide range of subjects. See above.

## Core Principle 5-Civic Presence

### Introduction

The Mansion House was built in 1725-32 with many purposes in mind one of them being the official residence of successive Lord Mayors. Today, one of the primary purposes of the Mansion House in the 21<sup>st</sup> Century remains its role as a home or a civic venue to successive Civic Parties. At the apex of St Helens Square, which adjoins 2 highly commercial streets and one of York's finest historic streets (Stonegate), the Mansion House remains central to this activity and is still perfectly placed, to this day, to provide an impressive and convenient civic base.

### Civic and Mansion House Life

This Plan sets out a strategy to purposefully maintain the Mansion House, in the 21<sup>st</sup> Century, as:

- A civic residence open to the public in a managed way;
- As an iconic symbol of York civic pride;
- A building for special occasions/events, available to the wider community;
- The traditional home to an important civic collection;
- An important Georgian house in its own right open to the public;
- An accessible business venue, at the historic and commercial heart of York

As such, in 2010, the Council updated Article 5 in the **Constitution**, which outlines the constitutional role and function of the Lord Mayor and Sheriff of York. It places upon elected Lord Mayors and Sheriffs two specific responsibilities in relation to the Mansion House:

- *To respect the privilege of residency and access to the civic collection, whilst holding office;*
- *To actively promote and support the Mansion House as a cultural, business and community venue for the city.*

In 2009/10, a formal **Civic Guide (Protocol)** was introduced to assist incoming Civic Parties in their civic year ahead. Whilst the Constitution sets out an official role for the Civic Party, the **Guide** builds upon that giving more day-to-day guidance on how successive Lord Mayors and Civic Parties should undertake their ambassadorial role. Core to this role are the promotion of local business and local tourism. Clearly, with its manifold purpose, the Mansion House can play a role in both strands. Set out in the Civic Guide for Lord Mayors are the following:

- *Making the Mansion House available for York business community hire;*
- *Opening, attending and closing conferences etc held in the city or Mansion House;*
- *Actively promote and support the Mansion House as a tourist attraction and conference location;*
- *Support the Mansion House as a cultural venue/attraction, e.g. Concerts, community events, lectures*

Each Core Principle in this Plan is designed to actively support the preservation of the Mansion House both as the traditional home to the Lord Mayor in York's history and as an asset to the wider community.

## **Implications**

### **Year One Onwards:**

1. Update the Civic Guide/Protocol to reflect recent constitutional changes for the benefit of incoming Civic Parties;
2. Continue to manage the daily life of the Mansion House as a civic home/venue and in its wider uses, through effective planning and booking arrangements and clear dialogue with those involved

### **Year Two Onwards:**

3. Analyse various user groups of Mansion House, including civic use, and review practices as necessary.

## **Civic Apartments**

Since 1999, Lord Mayors have been residence in the apartments at the top of the building. This is a comfortable two-bedroom apartment with great views over the city. The apartments are also used on occasion by the Lord Mayors family and Sheriff of York.

The apartments are furnished with items from the collection and paintings on loan from the City Art Gallery. The items from the collection are managed in exactly the same manner as in Core Principle 1 (Collection and Building Management).

The Lord Mayor or members of the Civic Party have continual access to the civic apartments, which, can, of course, be used whilst the Mansion House is booked for non-civic events.

## Usage of the Mansion House

It is important to be clear and consistent from year to year about usage of the Mansion House, given its many potential uses. This Plan sets out those occasions upon which the Mansion House **will not** usually be available for civic use, due to other public or contractual commitments. For clarity, these are currently as follows:

- During standard public House tours – Thursday to Saturday throughout the year between March-Christmas (subject to the need to cancel standard tours for special civic occasions);
- During bank holiday Mondays in Year One (Core Principle 3 – Public Access) and special event Sundays (i.e. St Nicholas Fair weekend);
- When the Mansion House has been externally booked or hired for a special event (e.g. Weddings, business hire, private function), unless, the Lord Mayor or Civic Party have been invited to host the event (e.g., Annual Chamber of Commerce luncheon)

It is important to respect the Mansion House as the official civic residence. Therefore, access to the Civic Apartments and entry and egress on official civic duties will not be impeded by other events being held in the Mansion House.

In the interests of the wider community life of the Mansion House and in respect of Article 5 of the Constitution, Lord Mayors and civic parties are respectfully required under this Plan, to appreciate that tours and special events are a significant part of Mansion House life and therefore cannot be cancelled at will, but only in exceptional circumstances.

Developing wider use of the Mansion House as envisaged in this Plan will not however impact upon its civic use.

Table 5 below shows the volume of usage of the Mansion House for civic and Mansion House events during the 1970s and since 2008/9. Unfortunately, there are no comparable usage figures for the 1980s/90s. It is important to remember that the House has only been open to the public since 2005. Analysing that information, it is clear to see that both civic and Mansion House events can run side by side. Additionally the figures clearly indicate that in 2009/10 increased civic activity



Civic event in the Yellow Room

can work hand in hand with increased Mansion House events. Despite the increase in Mansion House events in 2009/10, there were still periods of time when the Mansion House was not being used either for civic or private hire events.

It has always been the policy and, under this Plan, will remain the policy to be flexible and accommodating for the benefit of all the users of the Mansion House. To date, no civic planned civic events have had to be cancelled due to other Mansion House activities.

Between Christmas Eve and New Years Day, the Mansion House will be closed for events to allow the Lord Mayors their Christmas in the building.

Table 5: Comparative usage of the Mansion House.

Year	Civic Events	Other/Mansion House Events
1975/1976*	44	63 <sup>1</sup>
1977/1978*	33	65 <sup>1</sup>
2008/2009	85 <sup>3</sup>	188 <sup>2</sup>
2009/2010	123 <sup>3</sup>	235 <sup>2</sup>

### Notes

\*Figures from policy resources committee

<sup>1</sup> 1970s Civic plate usage, Silver parties (free). At this time, the Mansion House was not publicly open and therefore not available for private hires.

<sup>2</sup> Mansion House Events, includes, silver tours, house tours, behind the scenes tours and the days we are open each week. These figures also include lectures, internal and external hires

<sup>3</sup> This includes, business breakfasts, various civic dinners, Lord Mayors charity usage, diary meetings, personal visiting guests and freedom parades

Free use of the Mansion House is also available to the Lord Mayor and Civic Parties on the following civic occasions:

- 1 For Civic Events
- 2 For Lord Mayors and sheriffs designated charities during their year in office
- 3 Official Dijon and Munster twinning groups
- 4 For Groups of which the Lord Mayor is president or Patron and who have been officially invited to the Mansion House by the Lord Mayor.
- 5 Freedom ceremonies
- 6 Citizenship ceremonies
- 7 Poppy Appeal launch

Any other requests for free usage must be discussed with the Mansion House and Guildhall Manager before any can be agreed.

### **Implications**

#### **Year One and Onwards:**

1. Continue to allow free usage of the Mansion House on those civic occasions specified above;
2. Usage of the Mansion House continue to managed effectively between its role as the primary civic residence and home and as wider resource to the community as a whole.

#### **Financial:**

None since the occasions on which this Plan guarantees free civic usage are in the best interests of York's historical civic and charitable life as one of only two Rt Hon Lord Mayoralties in the country.

Although it is not the sole reason for developing a wider usage of the Mansion House, because significantly this is also about increasing public access to the building as an integral part of York's history, opening the Mansion House up to greater usage is, in part, to enable it to continue in its present form, as York's traditional civic residence.

## **Conclusion**

The Mansion House is an important historical building, part of York's amazing historical built landscape. The Mansion House has such a rich collection and fascinating history, a 'collective history', which has remained, and in some cases still remains 'a well kept secret' from the general public. Without the aims and core principles guiding this plan (public access; education; collection management/conservation; civic presence) much of that collective history will go un-appreciated in the 21<sup>st</sup> Century and eventually lost. This Plan adopts a flexible, sensitive and incremental approach towards achieving the aims for the benefit of all the users of the building.

The current financial operational budgets in the medium to long term are inadequate to maintain the building and collection to the standard that they and the wider community deserve. This Plan, together with some key actions in Year One, sets out a manageable way forward for retaining the Mansion House as an historic civic home and as an asset available and accessible to the wider community. The building deserves a sustainable future, as discussed in this Plan. The only effective way to do this is to ensure that the House can, incrementally, provide an income that goes towards its up keep, that maintenance is planned in a cyclical fashion and that income also goes towards public access.

It is important that the momentum that has been gained since the restoration in 1998 and the opening up of the house to the public is maintained and taken to its next logical steps. Continued close working with our partners is a key element of this progression, a progression that will ultimately lead the Mansion House to become a place that is for the benefit of the community and present and future generations.

Richard Pollitt MA  
**Mansion House & Guildhall Manager**