

Outline Framework for Mansion House Business & Development Plan 2010-2015

Collection management/development

| PROPOSAL | AIM | OUTCOME | TIMESCALE | RESOURCES | CORPORATE STRATEGY |
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| Collection management (actioned) | <p>Environmental controls, lux hours, temperature, relative humidity</p> <p>Monitoring of the condition with the establishment of conservation record for the collection (in addition to the workplace inspections)</p> <p>Rolling programme of conservation both proactive and reactive</p> <p>Acquisitions to the Civic collection as appropriate</p> | <p>Preserve the collection for future generations</p> <p>Conservation cleaning days established</p> <p>Proactive conservation/restoration to cut long term damage to items and costs</p> <p>Create a knowledge of the collection</p> | ongoing | <p>Staff time allocated to conservation cleaning/training/establishment of the records</p> <p>Money set aside for conservation/training</p> <p>Specialist services brought in as required</p> <p>CYC specialist advice</p> | <p>Sustainable City</p> <p>City of Culture</p> |

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| <p>Publications</p> <p>Could include:</p> <ul style="list-style-type: none"> ○ Silver/regalia ○ Update lords of the city ○ George Hudson ○ Churchill | <p>To explore and publish aspects of the MH history and collection:</p> | <p>Record the history and make it accessible to the public</p> <p>Engage the public in local/national/international history</p> <p>Income generation</p> | <p>Late 2012 onwards</p> | <p>Allocated time of MH Manager</p> <p>Author of Lord of the city will revamp for free</p> <p>Marketing resources</p> <p>Print costs, depends on size of publications etc</p> <p>Sponsorship</p> | <p>Learning City City of Culture</p> |
| <p>Documentation (Actioned)</p> | <p>Documentation of the all aspects of the collection using MODES</p> | <p>Accurate photographic inventory will allow greater interpretation, family history</p> | <p>On going</p> | <p>PC</p> <p>Modes £120 PA</p> <p>Time allocation</p> <p style="text-align: right;">£120</p> | <p>City of Culture</p> |
| <p>Display of the collection of Gold and Silver/Civic regalia, 'Lord Mayors Silver galleries'</p> | <p>To professionally display the collection</p> <p>To interpret the collection</p> <p>Improve access to the collection</p> | <p>Improve access to the collection for academic and general interest</p> <p>Income generation</p> <p>Improvement of environmental controls</p> | <p>Long term project</p> <p>After 2012</p> | <p>Design installation costs</p> <p>Promotional material</p> <p>CYC/English Heritage permission</p> <p>Loan Items from museum trust stores</p> | <p>City of Culture Learning City</p> |

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| | <p>Improve conservation of the collection</p> | <p>Effective marketing of the displays</p> <p>Increase in visitor numbers for the Thursday/Friday/Saturday opening and pre-booked tours.</p> <p>Income generation</p> <p>Educational provision</p> | | <p>The potential of a joint bid to the heritage Lottery Fund with the City Archives is currently being explored.</p> <p>Other potential grants are being investigated</p> <p>Ring fenced income from other activities</p> | |
| <p>Restoration of the Kitchens and basement area</p> | <p>To restore the kitchens and associated basement areas to a fully working nineteenth kitchen</p> <p>Kitchen can also be used for modern catering needs</p> | <p>To have a high quality restored kitchen which improves the visitor attraction</p> <p>Increased knowledge of the building</p> <p>Increase in visitor numbers for the Thursday/Friday/Saturday opening and pre-booked tours.</p> <p>Income generation</p> | <p>Some planning has already occurred by Peter Brears, renowned food expert.</p> <p>Long term project, after 2012</p> | <p>Restoration costs</p> <p>Promotional material</p> <p>English Heritage permission</p> <p>Purchase of new catering equipment</p> <p>50/60K to include contingency (2005 estimate)</p> <p>Items from museum trust stores(Judges lodging set</p> | <p>City of Culture Learning City</p> |

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| | | Educational provision | | <p>of copper pans etc)</p> <p>The potential of a joint bid to the heritage Lottery Fund with the City Archives is currently being investigated.</p> <p>Other potential grants are being investigated</p> <p>Ring fenced income from other activities</p> | |
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Income generation/public access

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| Civil wedding ceremonies (Actioned) | <p>Increase income generated</p> <p>Increase accessibility for all users to the MH</p> | <p>Income for the development and conservation of the MH and its collections</p> | <p>April 2010 Application form sent to the registrars</p> <p>Once application granted, inclusion on the registrars website</p> | <p>Licence, 3years £2050</p> <p>Marketing material Design/publication (included in the MH brochure/ website, see below)</p> <p>Staff time for events (covered by income)</p> | <p>Thriving City Inclusive City</p> |
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| | | | Xmas 2010 inclusion in the Guide 'Married in York' | £2050 | |
| Mansion House Tours (Actioned) Thursday/Friday/ Saturday tours at 11am, 12.30pm, 2pm | Increase visitor numbers Children's tours in the summer Increase partnership working | Increased awareness of the MH and access to the collection Increased income from visitors and shop | March 2010 Keep season as is, March- Christmas | Marketing material £2000 (New posters, leaflets Bedroom browsers) Distribution £250 (5000 leaflets) Increased volunteers £200 Increased security of the collection (see below) Other language info sheets, large print, brail £2450 | Thriving City City of Culture Learning City |
| Pre-booked tours: | Increase visitor numbers | Increased income | 2010 onwards | Marketing material, flyers mail shots | Thriving City City of Culture |

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| <p>(a) Pre-arranged with tour/bus companies or local hotels(blue circle, lucklowes charter, grandcircle)</p> <p>(b) Pre-arranged with other local 'museums', Civic Trust (E.g. Georgian walking tours) (actioned)</p> <p>(c) Increase frequency of Silver tours</p> <p>(d) Combined Guildhall/MH tours</p> <p>(e) Tours of MH with LM</p> <p>(f) Specialist tours for visually/hearing impaired</p> | <p>Increase income generated</p> <p>Increase accessibility for all potential users of the MH</p> <p>Raise public awareness about the Mansion House</p> <p>Able to offer something different.</p> | <p>Increased access to the collection And York's history</p> <p>Increase user foot fall and foot fall of under represented groups</p> <p>Develop community links</p> <p>Enhance the MH reputation locally and nationally.</p> <p>Increased family history</p> | | <p>(See above for flyers costs)</p> <p>Increased security of the collection (see Below)</p> <p>Increase the number of trained guides</p> <p>Staffing (to be met from income generated)</p> | <p>Learning City Inclusive City</p> |
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| <p>Retail</p> | <p>Increase the number of items for sale.</p> <p>Broader range if items suitable for all incomes.</p> <p>Items which are identifiable with the Mansion House, e.g. post cards and photo cards (actioned)</p> | <p>Increased income generation</p> <p>Make item of the collection more accessible, (in a replica format)</p> | <p>Summer 2010 and on going</p> | <p>Sale or return goods</p> <p>Purchase of goods</p> | <p>Thriving City</p> |
| <p>Lectures/talks (actioned)</p> | <p>To develop the MH as a place to hold lectures and specialist evenings which deal with the history of York, Science related subjects, specialist talks</p> <p>Formal lectures and/or lunch time lectures</p> | <p>Increase the knowledge about the MH/collection</p> <p>Sale of items in connection with the lectures</p> <p>Income generation Develop community links</p> | <p>2010 onwards</p> | <p>Allocation of time for research, production of written material/publication.</p> <p>Use of external lecturers, YAT events, Civic Trust Events</p> | <p>Learning City City of Culture</p> |

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| <p>Internal CYC events External events (actioned)</p> | <p>Continue to develop links with local and regional businesses</p> <p>Increase community and charity use</p> <p>Establish the Mansion House as a prestigious venue which is available for hire.</p> <p>Continue to make the MH available to CYC events/meetings/exhibitions</p> | <p>Income generation</p> <p>Ring fenced income to protect, conserve the Mansion House and its collection for future generations</p> <p>Awareness/profile raised of the Mansion House</p> <p>Develop community links</p> | <p>2010 onwards</p> | <p>Staffing costs covered by the hire charge</p> <p>Website/brochures see Marketing</p> <p>Awareness raising events e.g. business breakfasts, canapés evenings, Business lunches</p> | <p>Thriving City Inclusive City</p> |
| <p>Music</p> | <p>Use of the MH as a venue for period music</p> | <p>Awareness/profile raised of the Mansion House</p> <p>Develop community links</p> | <p>2011 onwards</p> | <p>Confirmation from city centre to remove buskers if needed-yes they will</p> <p>Joint partnership working-will need developing</p> <p>Staffing costs covered by event income</p> | <p>City of Culture</p> |

Building maintenance

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| <p>Conservation</p> | <p>Establish conservation records for the interior/exterior to enable monitoring of the condition of the building(in addition to the workplace inspections)</p> <p>Preserve building for future generations</p> <p>Project planning with CYC facilities management</p> <p>Attract external investment/funding opportunities building and its future</p> | <p>Protect and conserve the interior and exterior for present and future use</p> <p>Proactive conservation & restoration to cut long term damage to items/building fabric and costs</p> <p>Establish a fund from income earned and donations received to assist in ongoing larger maintenance issues</p> | <p>Late 2010 onwards</p> <p>Ongoing</p> | <p>Staff time allocated to conservation cleaning/training/establishment of the records</p> <p>Money set aside for conservation/training</p> <p>Specialist services brought in as required</p> <p>Work In partnership with facilities management</p> | <p>Sustainable City City of Culture Effective Organisation</p> |
| <p>Health and safety (actioned)</p> | <p>Ongoing development in regards to legislation and</p> | <p>Enforce laid down fire regulations reacting to risk assessments and government legislation</p> | <p>Ongoing</p> | <p>Work In partnership with facilities management and H&S team</p> | <p>Sustainable City Safer City</p> |

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| | <p>council protocols and outcomes of risk assessments</p> <p>Be sensitive to any works that need to be carried out.</p> | <p>Make the Mansion House a safe building to enjoy without compromising the historic interiors</p> | | | |
| <p>Environmental Sustainability</p> | <p>Look at ways to increase the MH environmental stability through increased recycling</p> <p>Potential solar panel usage</p> <p>Reduction in water usage</p> <p>Secondary glazing</p> | <p>Reduce the environmental impact of the MH</p> <p>Potential long-term financial savings</p> | <p>Long term 2-5 years</p> | <p>Specialist field</p> <p>Grants available to carry out survey and works.</p> <p>Informal discussion already taken place with the Conservation Officer</p> | <p>Sustainable City</p> |
| <p>Lord Mayors Apartments</p> | <p>Ensure that the apartments are kept up to date and adequately furnished for use of the civic party</p> <p>Rolling programme of repairs/redecoration</p> | <p>Provide a comfortable and safe family residence for the Lord Mayor</p> | <p>On going</p> | <p>Currently met from within existing budgets</p> | |

Education

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| <p>Children educational development (actioned)</p> | <p>The history of the building and the role of the LM to fit in with national curriculum</p> <p>Meet the Mayor</p> <p>Period dance lessons</p> <p>You rang me lord</p> <p>Use the MH as a resource to teach History Architecture paintings</p> | <p>To develop the Mansion House as an educational resource for children</p> <p>Tie in with curriculum</p> | <p>2010 onwards</p> <p>Developmental talks held with YAT, September start agreed with YAT, development to take place during the summer</p> | <p>Developed in association with YAT</p> <p>YAT will market/book these educational events through YAT</p> <p>Mansion House Website</p> <p>Profit share basis with YAT</p> <p>Latex gloves, EPNS silver Other necessary items</p> <p style="text-align: right;">£200</p> | <p>Learning City City of Culture Inclusive City</p> |
| <p>Adult education</p> | <p>Use the MH as a resource to teach History Architecture Paintings</p> | <p>Adult education, use MH as a resource to look at fine arts</p> | <p>2011 onwards</p> | <p>WEA Assistance Adult education department</p> | <p>Learning City</p> |

Marketing

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| <p>Website (Actioned)</p> | <p>Develop a website for the MH which covers the broad spectrum of uses of the MH, from historical to private hires through to current Civic party and their aims etc</p> <p>Link to other sites, historical attractions and caterers etc</p> | <p>Increase awareness and accessibility of the MH collection</p> <p>Potential Increase in the number of visitors and hires</p> <p>Raise the marketing profile</p> | <p>2010, Development/design stage.</p> <p>On going development essential to keep the website current and informative</p> | <p>Designing the site</p> <p>Images from the MH collection (free)</p> <p>Time to update as required</p> <p style="text-align: right;">£3750</p> | <p>Effective Organisation</p> |
| <p>Corporate brochure (actioned)</p> | <p>The develop a corporate brochure</p> <p>Promote the Mansion House and its possible range of functions and uses</p> <p>Linked to the website, in style and content and approach</p> | <p>Attract hirers</p> <p>Income generation</p> <p>Raise profile awareness</p> | <p>2010, Ongoing</p> | <p>Additional photography</p> | |

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| <p>Publicity</p> | <p>Re-present tours (including new leaflet (actioned))</p> <p>Promote availability of MH for wider range of activities, in association with Lord Mayor (underway)</p> <p>Cement the place of the Mansion House (and the Lord Mayor) as part of Yorks past and future</p> | <p>Raise profile and public awareness</p> <p>Place Mansion House & Lord Mayor at centre of activity and continuing development.</p> <p>Ensure Mansion House is known and continues to be known as part of Yorks history and its future</p> | <p>Ongoing and underway</p> | <p>Volunteer & staff time (free or costed) to support tours</p> <p>Relationship with and use of press</p> <p>Business cards for Manager and Lord Mayor</p> <p>Staff time to arrange regular business networking opportunities (eg Business Breakfasts, dinners, lunches)</p> | <p>City of Culture Inclusive City</p> |
| <p>Establish national and international links, eg. American Friends of Mansion House? Links with other Mansion Houses</p> | <p>establish the place of the Mansion House and the Lord Mayor's part of York's past and future</p> <p>Contributions to future development & maintenance of Mansion House</p> | <p>Ensure Mansion House is known and continues to be known as part of York's history and its future</p> <p>Develop the Mansion house and Mayoralty both nationally and internationally</p> <p>Establish exchanges.</p> | <p>Mid term – make contact by end of 2010/11 Mayoral Year</p> | <p>Staff time and time of Lord Mayor (potentially) to establish relevant connections</p> | <p>Effective Organisation</p> |

Financial

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| Setting Income Targets | Set achievable targets | To support day to day operation and maintenance of Mansion House | 2011/12 onwards | Financial advice required. Effective marketing Monitoring arrangements to achieve targets | Thriving City |
| Ring fence income | Ring fence income, once income targets are met Should enable improved marketing for events, as we can say income achieved goes to the up keep of the building and collection Allow match funding | To secure the Mansion House for use today and future generation. Up keep the Mansion House | 2012 | Need to establish with finance how we can do this. | Thriving City |

Staffing

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| Increase staffing levels | <p>Increased staff to maintain and ensure standards are met within the property</p> <p>To ensure there is enough dedicated staff to cover events in the MH</p> | <p>Provide an excellent service to our users and to ensure the MH and collection are kept in an impressive condition to ensure continued use by users</p> | <p>2013, or once established</p> | <p>Ensure that sufficient income is available to fund any posts</p> <p>Possible grant assistance</p> | <p>Effective Organisation</p> |
| Volunteer co-coordinator/events assistant | <p>Dedicated person to assist in developing the role and scope of the volunteers and assist at events</p> | <p>Part of a dedicated team focussed on the Mansion House</p> | <p>2015</p> | <p>Ensure that sufficient income is available to fund any posts</p> <p>Possible grant assistance</p> | <p>Effective Organisation</p> |

Volunteers

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| MH volunteers, Friends of the Mansion house | <p>Continue to develop a MH volunteer group who are proactive in promoting and assisting in</p> | <p>Highly trained volunteers</p> <p>Opportunities provided to all sections of the community</p> | <p>On going</p> | <p>Friends events</p> <p>Newsletter</p> <p>badges</p> | <p>Effective Organisation</p> |
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| | opening the MH to the public | | | | |
| Friends on the Mansion House | Develop a subscribing friends group including 'American' friends. Subscription chargeable Community involvement | Expand and develop the friends of the MH | 2015 onwards | Well produced news letter/magazine Events laid on for them/free or reduced cost Staffing costs and time | Effective Organisation |