

Committee(s): Culture, Heritage and Libraries – For Information Operational Property and Projects Sub Committee	Dated: 18 th September 2023
Subject: London Metropolitan Archives Update Report	Public
Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?	2,3,4,8,9,10
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of: Bob Roberts, Deputy Town Clerk	For Information
Report author: Emma Markiewicz, London Metropolitan Archives	

City’s Corporate Plan

Contribute to a flourishing society

1. *People are safe and feel safe.*
2. *People enjoy good health and wellbeing.*
3. *People have equal opportunities to enrich their lives and reach their full potential.*
4. *Communities are cohesive and have the facilities they need.*

Support a thriving economy

5. *Businesses are trusted and socially and environmentally responsible.*
6. *We have the world’s best legal and regulatory framework and access to global markets.*
7. *We are a global hub for innovation in finance and professional services, commerce and culture.*
8. *We have access to the skills and talent we need.*

Shape outstanding environments

9. *We are digitally and physically well-connected and responsive.*
10. *We inspire enterprise, excellence, creativity and collaboration.*
11. *We have clean air, land and water and a thriving and sustainable natural environment.*
12. *Our spaces are secure, resilient and well-maintained*

Summary

This report sets out three key areas of development at London Metropolitan Archives, and acts an update to the November 2022 report, attached at Appendix 1.

Recommendation(s)

Members are asked to:

- Note the report and endorse our approach to gather further information and evidence, with particular reference to the London Metropolitan Archives Future Accommodation Planning project.

Main Report

Background

1. Following my appointment as Director of London Metropolitan Archives in February 2022, I have set out to review and implement change in three key areas of operational importance to London Metropolitan Archives, and to position the organisation for an ambitious strategy of growth and modernisation.
2. The three areas were set out in previous papers and are as follows:
 - a. **Commission an in-depth strategic review of our current and future audiences** to better understand who they are and what they need. This will enable us to segment our potential audiences and how to shape our on-site and digital offer accordingly.
 - b. **Review the staffing structure:** This will create more development opportunities for existing staff by broadening out roles to enable greater expertise in collections and shifting to an audience-centred rather than a task-based approach. This new structure will mean LMA can begin to offer a curated public programme that goes far beyond the existing research user base and broadens out into general interest audiences.
 - c. **Enable members to take firm decisions about the future accommodation of LMA** at the end of the lease term in 2035.

Current Position

3. **Commission an in-depth strategic review of our current and future audiences.**
 - a. We shared the report on the general public audiences we could be reaching with the Committee in March 2023. It showed the market for a new events programme aimed a broad, general interest group to operate alongside our existing offer for communities and schools. We are now piloting a new event series aimed at a general interest audience called *London Talks*, which look at the development of music, theatre and sport in London and will draw on records in our collections. Working with our partner, Tickets for Good, the aim of the programme is to:
 - i. To establish some data from key audience groups and potential visitors
 - ii. To create direction and focus for our audience engagement
 - iii. To provide a simple framework for segmenting audiences and strategy for growth
 - iv. Use industry knowledge and analysis to make recommendations for effective engagement with target audiences (formats, timings etc.)
 - v. Make suggestions towards language and tone to apply to future branding work

- b. We have also completed a review of our formal and informal learning, and community offers, to ensure they are efficient and ambitious, and operate from a strategic standpoint which will link to a new public programme. We will be working this year to develop our existing service into a truly unique learning experience, which can only be achieved through LMA. The ambition is to become a leader in archives education within the archives sector. We will provide a detailed update on development of this work as it progresses during the coming year.

4. Review the staffing structure:

- a. The above cannot be delivered within the existing staff structure at LMA, which has not fundamentally changed for many years. New skills and more capacity are needed to enable the organisation to take an audience focused approach and to reimagine our collections policies. Essentially this new structure will broaden out the teams, enabling greater collaboration across teams and building expertise within collections with a view to putting access and audiences at the heart of what we do.
- b. The new structure was approved by the Committee in March 2023 and have since entered the implementation. The consultation phase finished at the beginning of August and staff will be moving into new teams and roles over the course of September.
- c. As part of this process, we have co-created as a whole staff team a new set of strategic objectives which will be used to guide our work and provide focus for new teams and roles:

1. Our building and spaces

We will reimagine the public spaces, creating a welcoming and inspiring environment to open the archive to more people, and encourage new ways of using our collections

2. Our audiences

We will develop innovative events, learning programs and exhibitions to engage existing, new and bigger audiences; We will expand our digital offer to open up our collections to a wider audience

3. Promoting LMA

We will develop better and more coherent strategies for promoting LMA to significantly raise our profile and increase engagement with our services, and create a clear and engaging brand and identity

4. Our Collections

We will diversify and expand collections, building an archive which reflects London today, rethinking how we catalogue and modernising our systems for digital and analogue collections

5. Our Colleagues

We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing

5. Enable members to take firm decisions about the future accommodation of LMA, given the lease expiry in 2035:

- a. The existing lease for our current site will expire in 2035. Relocating the archive is anticipated to take up to 7 years, therefore there is a critical need to establish a business case for the future and respective options analysis. This will build on a report of 2017 which set out the key options for the future of LMA accommodation. A project *LMA Future Accommodation Planning* was launched in 2015 and has since been signed off at Gateway 2.
- b. We have worked with a team of architects, cost consultants and cultural consultants over the last few months to undertake a strategic review into our spatial and site requirements. This research has helped to define our strategic operating model and future accommodation needs to enable us to grow an ambitious public facing role, to future proof the needs of the existing archive, safeguard the heritage of the City and Greater London and to plan for capacity building in both future collections and commercial possibilities.
- c. The objectives of the review are:
 - i. The development of a strong future vision, to build on our existing vision and mission statement and work currently under way on audience development.
 - ii. Defining what the vision looks like in terms of the activities, outcomes and spatial requirements.
 - iii. High level costed options analysis exploring a one and two-site model
 - iv. The financial viability to deliver the LMA's vision and the economic models to make LMA economically and environmentally sustainable in the future.

A fifth element looking at case studies from international examples of leading city archives services is also incorporated to provide a benchmark.

- d. A report has been produced and I would be pleased to share with the Committee for views in due course.

6. Corporate & Strategic Implications – [Please state 'none' if not applicable instead of deleting any of the sub-headings below]

Strategic implications – the redevelopment of LMA, encompassing our current work to expand and grow our audiences through the development of a new public programme and the work on our requirements for future accommodation will support Destination City and the CoL Climate Action Strategy.

Financial implications – none at this stage. Commissions are covered through LMA Local Risk budget

Resource implications- none

Legal implications -none

Risk implications – none at this stage

Equalities implications – An Equality Impact Assessment has been undertaken for the restructure

Climate implications – none at this stage

Security implications – none

Conclusion

7. This report has provided an update on the 3 key strategic areas for development at London Metropolitan Archives.

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