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| Committee(s): Culture, Heritage and Libraries – For Information Operational Property and Projects Sub Committee | Dated: 27 th March 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 whether LMA can remain in our current location** 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 have completed the first phase of this which has provided a report on the general public audiences we could be reaching, and an indication of their likes and interests. This report is attached at Appendix 1. It shows the market for a new events programme aimed a broad, general interest group to operate alongside our existing offer for communities and schools. This would build upon the success of the *Magnificent Maps of London* exhibition, which has reached our largest ever numbers and brought new audiences to LMA.
 - b. We are also reviewing 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.
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.

5. Enable members to take firm decisions about whether LMA can remain in our current location:

- 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 are in the process of procuring a consultant to undertake a strategic review into our spatial and site requirements. This will be paid for through LMA Local Risk budget, and the research will support us 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 and to plan for capacity building in both future collections and commercial possibilities. Once appointed, it is anticipated the consultants will take c. 6 weeks to complete the research and hope to present findings at the CHL Committee in May.

6. Key Data

Key Data can be found at Appendix 1, recent audience research report undertaken by Opinionium Research Ltd.

7. 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

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

Appendices

- Appendix 1 – LMA Audience Report

Background Papers

Culture Committee paper- LMA Update November 2022

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