

<b>Committee(s):</b> [Culture, Heritage and Libraries – For Decision	<b>Dated:</b> 29/01/2024
<b>Subject:</b> Draft High-Level Business Plan 2023/24 – London Metropolitan Archives	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	n/a
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>£</b>
<b>What is the source of Funding?</b>	
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	n/a
<b>Report of:</b> Greg Moore	<b>For Decision</b>
<b>Report author:</b> Emma Markiewicz	

## Summary

This report presents for approval the high-level Business Plan for London Metropolitan Archives for 2024/25.

## Recommendation

Members are asked to:

- i. Note the factors taken into consideration in compiling the London Metropolitan Archives Business Plan; and
- ii. Approve, subject to the incorporation of any changes sought by this Committee, the departmental Business Plan 2024/25.

## Main Report

### Background

1. As part of the new framework for corporate and business planning, departments were asked to produce standardised high-level, 2-side Business Plans for the first time in 2017 for the 2018/19 year. Members generally welcomed these high-level plans for being brief, concise, focused and consistent statements of the key ambitions and objectives for every department.
2. For 2023/24, the high-level Business Plan has been further evolved to describe the funding and people resources associated with each priority workstream. As a high-level plan, this document does not capture the granularity of departmental work but gives the overall picture of departmental activity, customer feedback, trends where applicable and direction of travel. The Corporate Strategy and Performance Team

is working closely with departments to ensure that all Departmental Business Plans are aligned with Corporate Plan 2024-29.

### **Draft final high-level Business Plan for 2024/25**

3. This report presents, at Appendix 1, the draft final high-level Business Plan for 2024/25 for London Metropolitan Archives.

Sections to answer:

- a. Member Involvement:

The draft has been shared with the Chair and Deputy Chair for comment in advance. We will report on aspects of the report throughout the annual Committee cycle for comment, information and approval as per the usual process.

- b. Prioritisation:

Priorities for LMA have been shared with CHL through the provision of regular updates throughout the Committee cycle, and these are reflected in our ongoing business planning.

The two key priority areas we would highlight from within the plan are the LMA Accommodation review and audience development plans, which work together to inform a new vision for LMA and its future home.

- c. Synergies and combatting silos

The major areas of the plan which is cross-cutting are:

- LMA accommodation review – this will require close working with Surveyors and Chamberlains departments. The next step is to seek approval for the vision for LMA, after which time a working group will be set up to ensure collaboration between all departments key to the delivery of this project
- Audience growth and development- this will require close working with the Destination City Team. LMA is a member of the DC Steering Group and has regular meetings with the team for operational purposes.

- d. Resources utilised:

The bulk of the LMA budget is on staffing costs, and through our restructure we are ensuring better use of staff resource through new job descriptions and allowing greater development within individual roles. Our new mission statement and vision will ensure all teams work together to achieve shared priorities of audience growth and development. Our public spaces are critical to delivering on the audience strategy, but we are keeping the spend minimal and focussing on refreshing the spaces to allow for greater flexibility and a more welcoming environment to keep the costs low while the long-term accommodation issue is resolved.

- e. Performance Measurement:

Performance against KPIs is monitored internally through quarterly reporting and regular meetings as a senior management team for LMA.

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

Quantitative and qualitative data is gathered from our users on an annual basis, and additionally as required via surveys to our mailing lists and in our reading rooms.

### **Departmental Operational Property Assets Utilisation Assessment**

4. **[In this section Chief Officers are required under delegations to report on compliance with Standing Order 56.** A utilisation assessment and comparative organisation/asset benchmarking is required. The assessment should also be provided to the Operational Property Review Board]:

- a. In relation to the operational property assets allocated for the delivery of services (state or list in an appendix), these are fully utilised / partly utilised / not utilised.

London Metropolitan Archives site in Northampton Road, Islington: The site is fully used. We anticipate that storage areas will reach full capacity in 2032. The lease on the site expires in 2035.

Guildhall Library: The spaces used to deliver the public library service and store library books are fully used. Library office spaces are partly utilized but are fully used at times, depending on the presence of volunteers and visiting staff from London Metropolitan Archives.

- b. The processes/resources/expertise were employed to achieve this evaluation were: (state or list in an appendix)

Information was compiled in liaison with the Corporate Strategy and Performance Team and City Surveyor's Department.

- c. How partly utilised or not utilised operational property assets will be better utilised: (state a plan to reorganise or rationalise services to improve utilisation)

The London Metropolitan Archives site in Northampton Road comprises public research, office and archive storage space. The majority of space on the site is dedicated to the storage of archives. Following audience research commissioned at the end of 2022, a program to refurbish the public spaces is currently in development. Use of office spaces is also currently under review, to ensure that available space is used effectively. The majority of staff already work in the public research spaces, open office areas or technical studios, and we expect any development or reorganisation to be relatively light touch.

We will continue to review use of Guildhall Library spaces following the establishment of the NLA London Centre in the adjacent area. The main Guildhall Library office area has (tight) capacity for 12 desks. The desks are utilized by the library team, volunteers and visiting members of the London

Metropolitan Archives team. Utilization can vary from day to day, as some of the library team also work on public enquiry desks in the public library space.

## **Corporate & Strategic Implications**

LMA's Business Plan supports the Corporate Plan, specifically in the areas of public services, outstanding education and lifelong learning; in destination, culture and leisure; belonging and community contribution. We also deliver against the UK Government strategy for archives, *Archives Unlocked*.

### **Security implications**

No

### **Financial implications**

No

### **Public sector equality duty**

We expect workstreams 2 and 4 to have a positive impact on people protected by existing equality legislation.

Workstream 2 will purposefully seek engagement with all Londoners, developing public engagement which reflects London's diversity today, building on programming developed around our Unforgotten Lives exhibition (2023/24), which focusses on Londoners of African, Caribbean, Asian and indigenous heritage who lived and worked in the city between 1560 and 1860. Our new website will be a gateway to London's past, which positively reflects London today and our new brand will create an identity which is accessible and understandable.

Workstream 4 will reimagine our public spaces, creating an environment which is welcoming to all and considers the need of all our visitors.

Our internal EDI Forum will review and develop our practice, monitoring our EDI action plan throughout the year.

## **Resourcing implications**

The future accommodation project is not attached to any funding at this point, LMA has funded a strategic review into our spatial and business model requirements for the future and we are working closely with City Surveyors to identify next steps in seek funding for development options at the right time.

## **Conclusion**

This report presents the high-level Business Plan for 2024/25 for London Metropolitan Archives for Members to consider and approve.

## **Appendices**

- Appendix 1 – Final high-level Business Plan 2024/25

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