

# London Metropolitan Archives (LMA)

We are London's archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners, covering the greater London area, with local, national and international audiences.

As the second largest archive in the UK, we manage over 100km of collections, working with a wide range of digital and onsite audiences. We deliver the Guildhall Library service, the City of London Records Management Service and collaborate with other City of London departments.



## Our Strategy and Cross-cutting strategic commitments

### Key City of London Strategies:

1. Corporate Plan and People Strategy 2024/29
2. Climate Action Strategy 2020/27
3. Digital Skills Strategy 2018/23
4. Social Mobility Strategy 2018/28
5. Destination City

### Our Strategic Objectives:

1. **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. **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. **Services** - 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. **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 physical collections.
5. **Colleagues** - We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing.

## What's changed since last year...

New **strategic objectives**, vision and mission developed for LMA through HR led staff workshops

*The new strategic objectives put people, our audiences and staff at the heart of our work*

New **organisational structure** agreed and implemented from Aug to Dec 2023

*The new structure moves away from teams working in silos and supports knowledge and skills sharing*

A new **exhibition space** was developed to display more iconic items

*The new space allows us to share our most treasured items as a major attraction for new visitors*

Evening **events** aimed at a broader leisure audience were developed, introducing the archives to new visitors

*Our first theatre and music performance drew a new audience to LMA for a sold-out show*

### Our Mission

*We Preserve and Share London's History for you to Discover and Enjoy*

### Our Vision

*Opening London's History to the World*

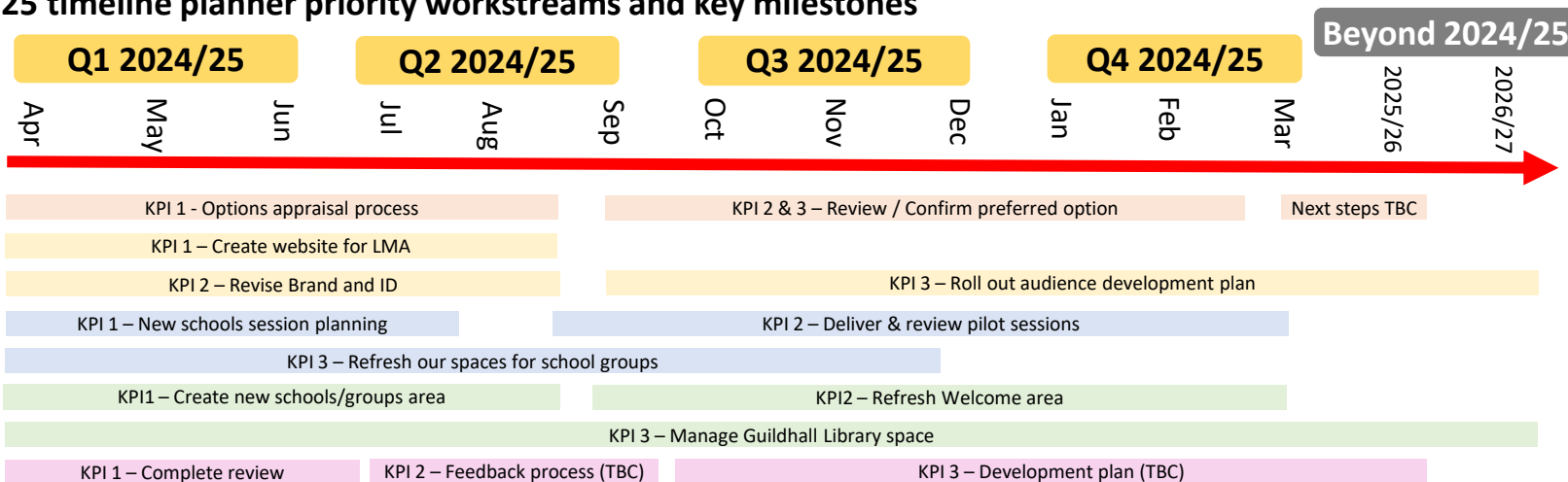
# Our Major Workstreams for 2024/25

Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
1. Develop an options appraisal process for the <b>LMA future accommodation program</b> and project	1	TBC	5	Duty & Statutory	LMA staff resource / City Surveyors	To define LMA's future ahead of lease expiry in 2035 and the enormous task of moving 100km of collections and the service.	KPI1 - Options appraisal process complete	Quarterly	Options appraisal process complete	N/A
							KPI2 - Options reviewed with Members and officers	Quarterly	Review with Members and officers complete	N/A
							KPI3 - Future accommodation option identified	Quarterly	Preferred option agreed, next steps defined	N/A
2. Engage existing, new and bigger <b>on-site and digital audiences</b>	2	12	11	Duty & Statutory	LMA staff resource / web developer / content editor / designer	A new website will support us in growing audiences. A new brand will make our offer easier to market.	KPI1 - Create website for LMA	Quarterly	New website created and launched	N/A
							KPI2 - Review and revise LMA brand and identity	Quarterly	New identity and branding launched	N/A
							KPI3 - Create an audience development plan	Quarterly	Complete and roll out the audience development plan	N/A
3. Review and develop our <b>school sessions</b>	3	5	5	Duty & Discretionary	LMA staff resource / education consultant	London school children will be inspired by new sessions focussing on archives and London history.	KPI1 - Complete sessions planning	Quarterly	Complete plan for the delivery of new sessions	N/A
							KPI2 - Deliver and review pilot sessions	Quarterly	16 pilot sessions delivered, review completed	N/A
							KPI3 - Refresh our spaces for school groups	Quarterly	Complete light touch refurb	N/A

# Our Major Workstreams for 2024/25 (continued)

Workstream Name	Priority #	Funding allocation %	People resource %	Prioritisation category	Dependencies	Outcomes/ Impacts	KPI	Update Schedule	24/25 Target	22/23 Baseline
4. Reimagine our <b>public spaces</b> enhancing our status as a visitor destination	4	4	2	Duty & Discretionary	LMA staff resource / City Surveyors	Visitor experience significantly improves; groups have secure access to original documents.	KPI1 - Create a new area for groups using original documents	Quarterly	New area is in use	N/A
							KPI2 - Welcome area light touch refurbishment	Quarterly	Refurbishment complete	N/A
							KPI3 - Manage the Library within the Guildhall Masterplan	Quarterly	Independent review of library service and spaces	N/A
5. Complete the <b>UK Archive Service Accreditation</b> Standard review	5	1	2	Duty & Statutory	LMA staff resource	Our practice is fully assessed, ensuring that we meet required standards.	KPI1 - Complete accreditation review process	Quarterly	Review submitted to accreditation panel	N/A
							KPI2 - Complete accreditation review process	Quarterly	Feedback process with accreditation panel complete	N/A
							KPI3 - Create development plan based feedback	Quarterly	Implement 2024/25 development plan	N/A

## Our 2024/25 timeline planner priority workstreams and key milestones



# Our Properties, Projects & Risks

## Operational Property Utilisation Assessment

Asset name	Assessment Complete?	Assessment Completion Date
London Metropolitan Archives	Yes	7 November 2023
Guildhall	Yes	7 November 2023

In-flight G2-G6 Projects	Health and Safety Business Plan Top 3 priorities
<ul style="list-style-type: none"> <li>Total number of Projects in flight : 1 (led by City Surveyors)</li> <li>100 % of which at each Gateway 2- 6</li> <li>Our Accommodation Project is currently outside the G2-G6 process.</li> </ul>	<ol style="list-style-type: none"> <li>Managing risk of fire, theft, pests and flood</li> <li>Managing and making accessible a large public building, including school visits on site</li> <li>Managing our staff accommodation and wellbeing, including off site and drivers</li> </ol>

## Medium Term Plans under consideration (2025/26 and 2026/27)

Priority list ( e.g. new legislation, services, projects, automation)	2025/26	2026/27	Funded or Unfunded
Improvement of public and staff spaces, including open shared office spaces.	x	x	Unfunded
LMA accommodation program, implementation following options appraisal, ahead of lease expiry in 2035	x	x	Unfunded
Replacement of our business-critical archives management system software	x		Unfunded

## Key Risks

Risk Title	Score
LMA accommodation: failure to identify and act upon a viable option for LMA accommodation within the required timeframe (possible/extreme)	24
Damage to or loss of the valuable and unique collections held by LMA and Guildhall Library through loss or damage to collections through fire, theft, pests or flood. (unlikely/extreme)	16
Our ability to provide access to collections through a well-managed, compliant publicly accessible space is compromised. (unlikely/major)	8
Our ability to generate income from commercial storage and collections licensing is compromised. (unlikely/major)	8

	Minor	Serious	Major	Extreme
Likely	4	8	16	32
Possible	2	6	12	24
Unlikely	2	4	8	16
Rare	1	2	4	8

# Our People

The 2023 restructure of the service was developed through sessions with all staff and a consultation process. These sessions set a precedent for open staff engagement which we will continue to build on, with collaborative cross team workgroups for areas including events planning, marketing and EDI development.

We will review our local business planning process and aim to build a new methodology based on functions, bringing team members across the service together into a closer collaborative model.

We expect 2024/25 to feature less recruitment, other than replacing leavers, with a focus on delivery within the new structure.

During 2024/25 we will review our working practice and work openly with the full staff group to establish shared service values and define an aspirational working culture.

Note - 2022 Staff Engagement score: TC Dept 52%

## Our Teams

BUSINESS & OPERATIONS	COLLECTIONS ADVICE	COLLECTIONS CARE	COLLECTIONS KNOWLEDGE & ENGAGEMENT
7 	15 	8 	23 
DIGITAL CONTENT & DEVELOPMENT	ENGAGEMENT AND LEARNING	STRONG ROOM MANAGEMENT & PRODUCTION	GUILDHALL LIBRARY*
13 	6 	9 	10 

\*The Guildhall Library team are also members of the other seven teams.

## Equality Diversity & Inclusion

Our commitment to equality, diversity and inclusion is fundamental to our vision and our core values, ensuring our future as a dynamic and relevant archive with a positive and supportive culture, where all staff and people who engage with us feel empowered and respected, and our collections remain relevant to all Londoners.

Our work on our collections database to revisit terminology, our current exhibition Unforgotten Lives and our events programme are all examples of continued work to build inclusion and equity across the workforce and in how we deliver our services.

### Departmental Action Plan EDI first three priorities

1. Re-examining Collecting Policies to preserve the diversity of London's archives
2. Educating ourselves and staying relevant
3. Developing a workforce and audience that reflects London's diversity

### Number of Equality Impact Assessment Completed

Completed during 2023 restructure process.

## Our Work Locations

Total people resource is 83 FTE

London Metropolitan Archives	FTE 74 (inc. 7 FTC)
Guildhall Library	FTE 9

## Apprentices 2024/25



4

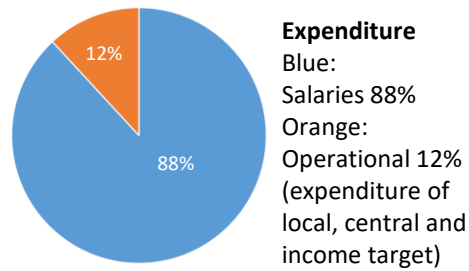
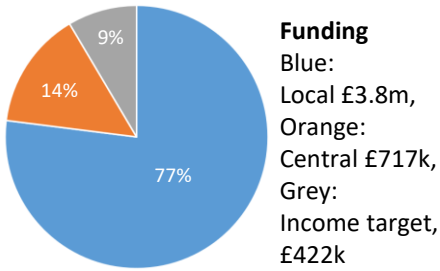
## Our Training Focus 2024/25

Management / Leadership  
 EDI Knowledge  
 Customer Service  
 Digital Skills

# Our Finance, Impacts & Partners

## Where our money comes from and what we spend it on

Total 2024-25 budget allocation is £4.53 million (LMA and Guildhall Library)



## Our Stakeholders (or Customers) Needs

LMA achieved an excellent 97% satisfaction rate with visitors in research carried out by independent third party\* (731 service users surveyed).

Visitors loved the collections and knowledgeable staff. Future users (2000 non-users who have an interest in visiting in the future) want exhibitions and a chance to see famous documents.

Current service users told us that they want better facilities including an onsite café and longer opening hours.

*\*Source; Opinium 'Understanding current and future audiences' report, December 2022*

**97% Satisfied**



## Our Impacts

Records impacts for 2022/23 as totals, or in comparison with previous year.

**6700** departmental files transferred



**11,000** more documents used by researchers



**22%** more London Picture Archive users



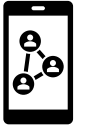
**9500** research enquiries answered



**37 million** views of web pages or digital images



**2.5 million** London Picture Archive image views



**778** more London school children engaged on site



**3480** hours of volunteer time



## Cumulative Totals

**14 terabytes** of digital archives preserved



**12.7 million** Digitised pages and images



**3 million** catalogued archives



## A selection of external partners we work with

### Culture & Heritage Sector



### Commercial



### Depositors & Community Partners

