

# THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

## About us: Our purpose, aims and impacts

*Summarise the purpose of the department, why it does what it does, who for and what it achieves. Reference stakeholders, customers, partners as applicable. Describe impacts, outcomes and achievements in the past year.*

We are London's archive service, collecting, preserving, sharing and celebrating the stories of London and Londoners, covering the greater London area, and with local, national and international audiences. We are the second largest archive in the UK with over 100km of extraordinary collections, providing services to researchers, school children, students, community groups and leisure audiences. We are part of the Deputy Town Clerk's Department, reporting to the Culture, Heritage and Libraries Committee, and provide information services to City Corporation departments and officers. We deliver the Guildhall Library service (which provides access to over 200,000 books on the history of London) and the City of London Records Management Service.

Our highlights from 2024/25 include a major programme to rename and rebrand our service, changing our name from London Metropolitan Archives to The London Archives (TLA), with a vibrant new brand and website. As part of our mission to grow and diversify our audiences, we launched a new programme for London's schools with an engaging set of primary and secondary sessions which aim to connect more children across the capital with the archives and history in the care of the City Corporation, and a new public events program. Our outdoor exhibition focussed on Victorian photography and engaged 37,000 visitors at Aldgate Square and St Paul's Churchyard, working with Destination City and Surveyors to contribute to a vibrant, thriving destination. At Guildhall Library our Whittington exhibition celebrated a key figure in the City Corporation's story. Our funded project to catalogue the archive of The Africa Centre concluded and work on the Whitechapel Bell Foundry was completed, making both collections available to researchers for the first time, and we reached agreement with the Institute of Race Relations to add their archive to the collections.

## Our key objectives and priority workstreams and major projects

*Provide an overview of key objectives for FY2025/26. Include cross-cutting themes e.g. EEDI, transformation, brilliant basics, collaboration, statutory duties, risk, key strategies, and major projects.*

Our statutory duties to preserve and make accessible for research public records as a place of deposit designated by DCMS will be underpinned by review and development of our collections management work and research services, ensuring that a brilliant basics approach is in place to deliver a high-quality service.

We will continue our work to grow and diversify our audiences in 2025/26 as a key strategic aim, with a first full year for our new events programme at (embedded within our EEDI action plan) and schools programmes at TLA, leading on our commitment to open our services to a wider audience. The TLA volunteer programme will expand with a focus on engagement with young people. We will commission a review of our work with London's communities with the aim of transforming our programme with new objectives, strategy and delivery structure.



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The London Archives Accommodation Project will be our major development programme this year as we progress towards a major decision point on the future location of the service.

Our work to transform the Guildhall Library service will continue, through consultation with key partners, service users and staff, with the aim of developing a vibrant, thriving destination which engages diverse communities in the heart of Guildhall.

We expect our partnership project with RIBA to launch in May 2025, bringing the RIBA library into The London Archives under a commercial arrangement which opens an innovative new channel of income and support our strategic aims to develop our spaces and grow our audiences.

Our corporate records management service will continue to collaborate with City Corporation departments, ingesting and providing access to hardcopy departmental records, and providing advice and guidance on sustainable and responsible retention of information.

### **Our Strategic Objectives (2023/24 – 2028/29):**

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. (Workstreams – a) Accommodation Project c) Research Services e) Guildhall Library Development Programme f) Commercial Development i) Buildings and Repositories
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. (Workstreams – b) Audience Development d) Engagement Programme e) Guildhall Library Development Programme f) Commercial Development)
3. **Services** - We will develop better and more coherent strategies for promoting TLA to significantly raise our profile and increase engagement with our services and create a clear and engaging brand and identity. (Workstreams – b) Audience Development c) Research Services d) Engagement Programme g) Records Management)
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. (Workstreams – b) Audience Development d) Engagement Programme h) Collections Management and Care)
5. **Colleagues** - We will embrace cross team working to enhance skills development, grow our services collaboratively and encourage knowledge sharing. (Workstreams – d) Engagement Programme g) Records Management h) Collections Management and Care i) Buildings and Repositories)



# Live, Work, Learn, Explore

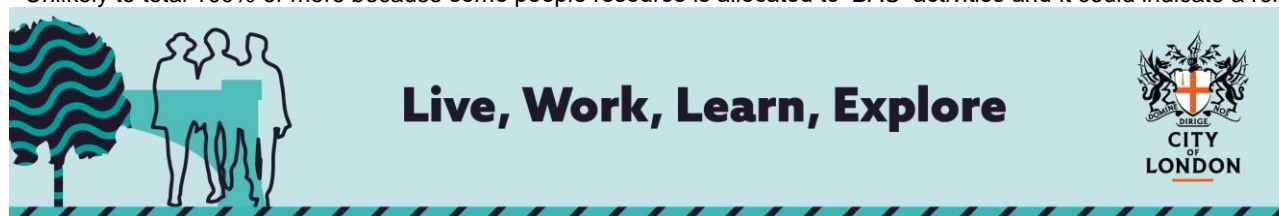


## THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

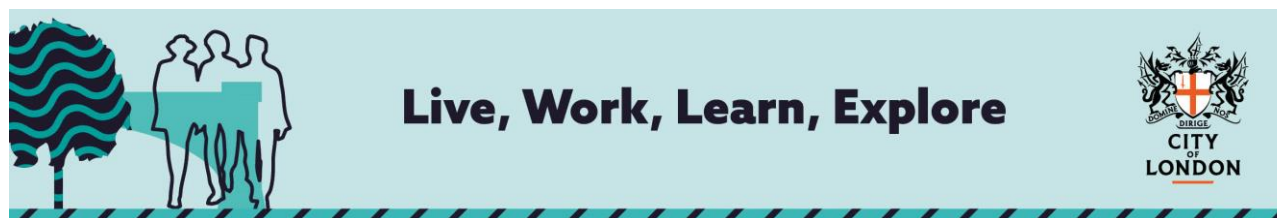
Priority workstream	Funding allocation %	People resource %	Corporate Plan 2024-2029 Outcomes	Outcome focused Performance measures	Outcomes / Impacts
<i>Add the workstream name and list the key 2025/26 deliverables. Note activities and milestones and give the date these will be achieved. Note if these have a different duration to the FY (shorter or longer).</i>	<i>Estimate the % (of the total 100%) budget that will be allocated<sup>1</sup></i>	<i>Estimate the % (of the total workforce) that will work on this<sup>2</sup></i>	<i>List all the CP outcomes this workstream contributes to</i>	<i>CP 2024-2029 Performance Measures should be shown in <b>bold</b></i>	<i>State what will be different</i>
<b>1. The London Archives Accommodation Project</b> A major project to define the future location and business model of The London Archives ahead of lease expiry on the current site in 2035. 1. Complete gateway 3 options appraisal process. Confirmation of decision no later than Q4 2026.	<b>1.3%</b>	<b>2%</b>	<b>Diverse Engaged Communities</b>  <b>Leading Sustainable Environment</b>  <b>Providing Excellent Services</b>  <b>Vibrant Thriving Destination</b>  <b>Flourishing Public Spaces</b>	<b>Evidence base will be the following milestones, updates to be provided in narrative:</b>  <b>Progress reports to CHL Committee (dates TBC)</b>	<b>Decision on the G3 options appraisal will provide a clear direction for the next phase of the project.</b>

<sup>1</sup> Does not total 100% because some departmental budget is allocated to 'BAU' activities and/or is unprogrammed for emerging or unexpected activities that arise in-year.

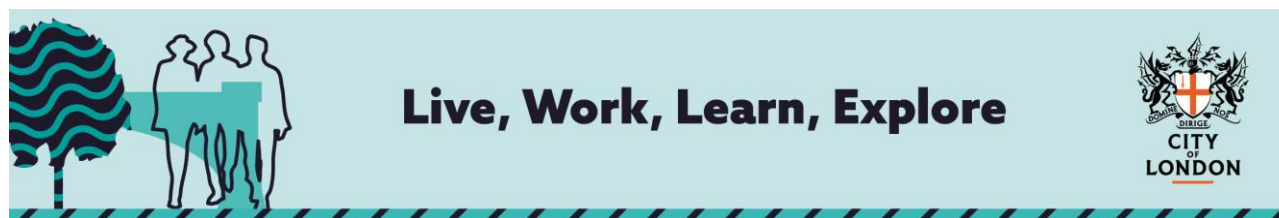
<sup>2</sup> Unlikely to total 100% or more because some people resource is allocated to 'BAU' activities and it could indicate a reliance on additional working time to deliver activities.



<p><b>2. Audience Development</b> Growth and diversification of our audiences, through services provided to visitors to The London Archives, Guildhall Library, users of our digital services and our touring and offsite exhibitions. Ongoing work, reviewed quarterly.</p> <ol style="list-style-type: none"> <li>1. We attract visitors to our sites at The London Archives and Guildhall Library to engage with the City's excellent services and collections.</li> <li>2. We engage visitors on City streets and in other locations, raising the profile of our services (e.g. outdoor exhibition)</li> <li>3. We engage with digital service users, locally and internationally, raising our profile through our websites, and widening access and generating income through digital content we have published to commercial and non-commercial websites.</li> <li>4. Growing and diversifying our audience through social media engagement, publishing content across our channels.</li> </ol>	15%	22%	<p><b>Diverse Engaged Communities</b></p> <p><b>Providing Excellent Services</b></p> <p><b>Vibrant Thriving Destination</b></p>	<p><b>1. Number of onsite visitors - % above/below previous Q (target 7000 per Q)</b></p> <p><b>2. Number of offsite visitors - % above/below previous year (annual) (target 20,000)</b></p> <p><b>3. Number of digital service users - % above/below previous year (target 11 million, annual)</b></p> <p><b>4. Social media engagement – number of engagements - %</b></p>	<p><b>Audience numbers will increase on site and online, and we will continue to improve the quality of our offer.</b></p>
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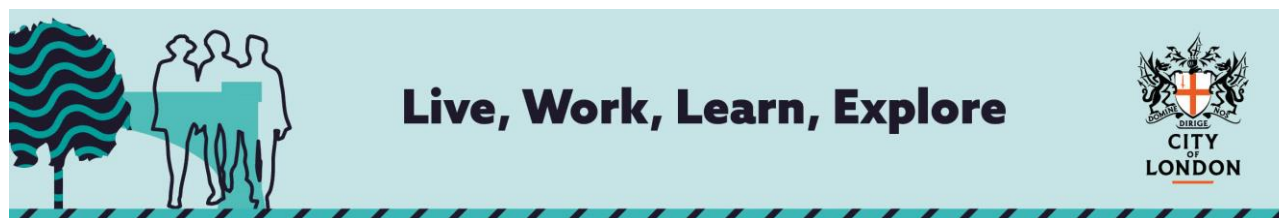


5. Checking our progress, overall satisfaction rating received from annual survey of visitors.				above/below previous Q (target 300,000 per Q)	
				5. Visitor Survey - % satisfied with service received (90% target)	
<b>3. Research Services</b> Services provided to research visitors at The London Archives and Guildhall Library, providing manuscripts, photos, books maps etc from the repositories and responding to research enquiries received. Ongoing work, reviewed quarterly. <ol style="list-style-type: none"> <li>1. Archive documents and reference books requested by researchers, to use in our research rooms.</li> <li>2. Enquiries received from City officers, researchers and members of the public concerning items in our collections on a wide range of themes including City precedents and history, family and community history, academic research, adoption enquiries, planning and inquiries.</li> </ol>	14.5%	18%	<b>Providing Excellent Services</b>  <b>Vibrant Thriving Destination</b>	1.Items provided to researchers - % provided within KPI (1 hour / 24 hours / 48 hours)  2.Research enquiries - % answered within KPI (10 days / 20 days)	New and returning researchers will receive ongoing high-quality support and they use our services

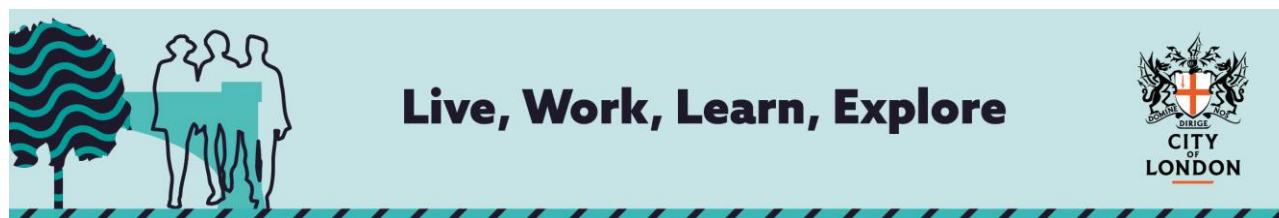




<p><b>4. Engagement Programme</b> Our public programmes offer a range of events and activities linked to our collections, supporting the growth and diversification of our audiences. Our new schools programme at The London Archives will focus on sharing the City's collections with London school children on site. We will review and redevelop our community work, supporting our aim to reach bigger, diverse audiences across London and to develop a service that reflects the diversity of London today. Ongoing work, reviewed quarterly, or target noted.</p> <ol style="list-style-type: none"> <li>1. Delivering a busy agenda of engagement events at The London Archives, Guildhall Library and third party venues through our adult programmes.</li> <li>2. Engaging London's primary and secondary school children with the City's collections and history, through on-site school learning sessions.</li> <li>3. Checking progress of the new schools programme through evaluation.</li> <li>4. Developing our community programme, starting with a benchmarking review and consultation.</li> </ol>	15%	18%	<p><b>Diverse Engaged Communities</b></p> <p><b>Providing Excellent Services</b></p> <p><b>Vibrant Thriving Destination</b></p>	<p><b>1. Number of people attending - % above / below target for Q.</b></p> <p><b>2. Number of children attending - % above / below target for Q.</b></p> <p><b>3. % satisfied with service received (90% target)</b></p> <p><b>6. Onsite and digital volunteer hours contributed, - % above / below target for Q.</b></p> <p><b>Evidence base will be the following milestones, updates to be provided in narrative:</b></p>	<p><b>New visitors and service users engage with us, diversifying and growing our audiences</b></p> <p><b>We will increase the number of onsite visitors, putting educational activity at the heart of our research spaces.</b></p> <p><b>New vibrant community and volunteer programmes will bring new visitors and service users,</b></p>
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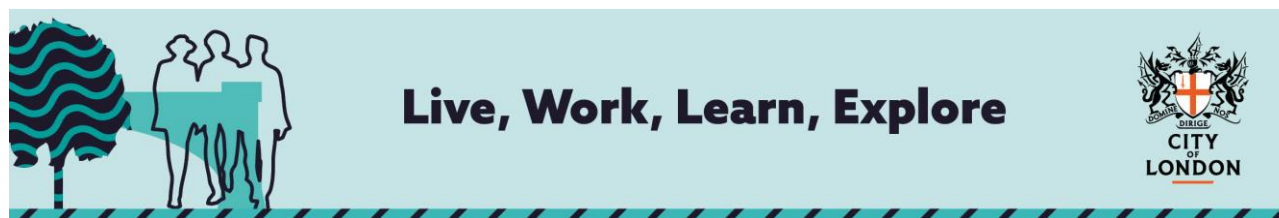


<p>5. Creating a new community programme strategy and targets.</p> <p>6. Providing a range of opportunities to volunteers who give up their time to support our services, both on-site and on-line.</p> <p>7. Creating a new a youth volunteering project to increase the number of young people engaging with our services, diversifying our audience.</p>				<p>4. Review complete, Dec 2025</p> <p>5. Strategy complete, Mar 2026</p> <p>7. Project launched, Mar 2026</p>	diversifying our audience.
<p><b>5. Guildhall Library Development Programme</b></p> <p>The development programme aims to develop Guildhall Library as a service and destination, engaging with delivery partners to celebrate the City's story and growing and diversifying our audiences. This phase complete by Mar 2026.</p> <p>1. Create and consult on development vision.</p> <p>2. Research partnerships and funding models for development work.</p>	1.3%	2%	<p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p> <p>Flourishing Public Spaces</p>	<p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <p>1. Vision complete, Dec 2025</p> <p>2. Research complete, Mar 2026</p>	The framework will provide a clear pathway for the development programme and the research piece will inform the next steps.
<p><b>6. Commercial Development</b></p> <p>Generating new income streams to support the sustainability and development of the services.</p>	2%	3%	Providing Excellent Services	1. Income total and performance	Commercial income targets and



## THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

<p>Ongoing work, reviewed quarterly / RIBA to Aug 2028</p> <ol style="list-style-type: none"> <li>1. Image sales – increasing income from the London Picture Archive and on site.</li> <li>2. Conservation product sales – developing new products for sale via website.</li> <li>3. Room hire – at Guildhall Library.</li> <li>4. RIBA service delivery partnership – a key onsite partnership at The London Archives with income streams.</li> </ol>			<p><b>Dynamic Economic Growth</b></p>	<p>against quarterly target</p> <p><b>2. Income total and performance against quarterly target</b></p> <p><b>3. Income total and performance against quarterly target</b></p> <p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <p><b>4. Partnership agreement complete, service opens at TLA</b></p>	<p>partnerships support attainment of income and visitor targets.</p>
<p><b>7. Records Management</b></p> <p>Services provided to City departments to manage hardcopy business records in</p>	2.6%	4%	<p><b>Providing Excellent Services</b></p>	<p><b>1. Files processed - % within KPI target</b></p>	<p><b>Hardcopy departmental business</b></p>







<p>accordance with business requirements and data regulations. Ongoing work, reviewed quarterly.</p> <ol style="list-style-type: none"> <li>1. Number of departmental files removed from office storage and ingested into system.</li> <li>2. Number of files requested by departmental users for retrieval.</li> </ol>			<p><b>Leading Sustainable Environment</b></p>	<p><b>(10 days)</b></p> <p><b>2.Files retrieved - % within KPI target (Same Day/Next Day)</b></p>	<p>records no longer required day to day are stored economically and sustainably, and returned to offices for use quickly and efficiently.</p>
<p><b>8. Collections Management and Care</b> Core development work to support our business model, managing collections and assessing current practice, processes and systems.</p> <ol style="list-style-type: none"> <li>1. Management software replacement project – review of products, procurement and implementation of new system</li> <li>2. Assessment of deposited collections and benchmarking complete for future deposited collections management model</li> <li>3. Acquisitions Strategy and Policy – Review and diversify our collection</li> </ol>	<p><b>9.3%</b></p>	<p><b>16%</b></p>	<p><b>Providing Excellent Services</b></p>	<p><b>Evidence base will be the following milestones, updates to be provided in narrative:</b></p> <ol style="list-style-type: none"> <li>1. System is procured and operational, staff are trained and supported, Mar 2026</li> <li>2. Assessment and benchmarking</li> </ol>	<p><b>Customer experience will improve and valuable collection and data assets will be safeguarded. We will achieve efficiencies in our ways of working and open a new income channel, and support our</b></p>












<p>policy and develop a new collecting strategy</p> <p>4. Preserving and caring for our collections, through active preservation and conservation treatment programmes.</p>				<p>complete, Dec 2025</p> <p>3. Policy and strategy complete, Mar 2026</p> <p>4. Annual report on programmes, Mar 2026</p>	<p>work to grow and diversify audiences.</p>
<p><b>9. Buildings and Repositories</b></p> <p>The ongoing management of our buildings and repositories, working in collaboration with City Surveyor's department. Ongoing work, reviewed quarterly, with project dates below.</p> <ol style="list-style-type: none"> <li>1. Light touch refurbishment of office spaces</li> <li>2. Repository management and moves, rationalising storage.</li> <li>3. The London Archives buildings management and maintenance (local and capital budget).</li> <li>4. Managing risks associated with archival storage including security, pests, fire, flood and changing environmental conditions.</li> </ol>	<p><b>37.6%</b></p> <p><b>Note – includes central risk and TLA site costs</b></p>	<p><b>8%</b></p>	<p><b>Vibrant Thriving Destination</b></p> <p><b>Providing Excellent Services</b></p> <p><b>Flourishing Public Spaces</b></p> <p><b>Leading Sustainable Environment</b></p>	<p>Evidence base will be the following milestones, updates to be provided in narrative:</p> <ol style="list-style-type: none"> <li>1. Complete by Dec 2025</li> <li>2. Complete by Dec 2025</li> <li>3. Quarterly buildings review</li> <li>4. Quarterly risk</li> </ol>	<p>Conditions in our repositories and buildings will improve, protecting and preserving the City's assets and cultural heritage. Visitors facilities, access and staff spaces will all improve, creating a</p>

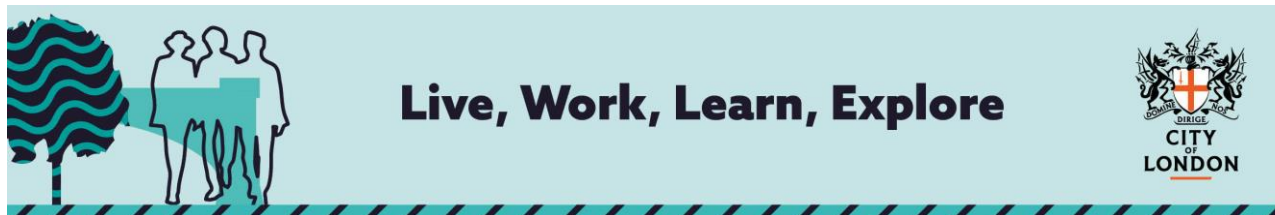
<p>5. Review of public facilities and implementation of improvements to ensure that accessibility standards are met and best practice achieved wherever possible, creating public spaces which are welcoming and open to everyone</p> <p>6. Site works including replacement of environmental control chillers and improvement of heating, lighting and sprinkler systems.</p>				<p><b>management review</b></p> <p><b>5. Complete by Mar 2026</b></p> <p><b>6. Complete by Mar 2026 (subject to agreement and budget)</b></p>	<p><b>welcoming and sustainable environment.</b></p>
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# THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

## Our timeline planner of priority workstream activities and milestones

Key	
	Duration of activity
	Milestone

	Quarter 1			Quarter 2			Quarter 3			Quarter 4			Beyond 2025/26	
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	2026/ 2027	2027/ 2028
Workstream a : <b>The London Archives Accommodation Project</b>														
Workstream b : <b>Audience Development</b>														
Workstream c : <b>Research Services</b>														
Workstream d : <b>Events Programme</b>														 
Workstream e : <b>Guildhall Library Development Programme</b>														 
Workstream f : <b>Commercial Development</b>														



THE LONDON ARCHIVES 2025/26 BUSINESS PLAN

Workstream g : <b>Records Management</b>															
Workstream h : <b>Collections Management</b>															
Workstream i : <b>Buildings and Repositories</b>															



## Enablers

The London Archives	
<p><b>People</b>  <i>See the HR for data for your department. State your workforce numbers and demographics State your staff survey score and key actions in your departmental actions plan.</i></p> <p>At 30/09/2024 (source: HR Dashboard, data accuracy unconfirmed)</p> <p>Headcount – 76  FTE – 71  Joiners RYTD – 11  Leavers RYTD – 6  FTE Expire 3 Months – 3</p> <p>Average age – 47 years  Average LOS – 15 years</p> <p>Gender  Male 46.1%, Female 53.9%</p> <p>Diversity  13.2% Ethnic Minority, 11.8% Disability, 11.8% LGBTQ+</p> <p>Staff Survey Score – 61%</p> <p>Departmental Actions - <b>Department: Town Clerk's Department (DTC Functions)</b></p> <p>Learning &amp; Development</p> <ul style="list-style-type: none"> <li>To improve the way in which we communicate opportunities and prioritise time for learning</li> <li>To empower individuals to seek out opportunities and build their own plan (in consultation with managers)</li> </ul> <p>Workplace attendance - review and introduce measures to improve physical environment</p> <ul style="list-style-type: none"> <li>Work and meeting spaces</li> <li>Fixtures and fittings to improve office décor</li> <li>Departmental get togethers to interact/meet and liaise with work colleagues</li> <li>Cross working at Deputy Town Clerk sites</li> </ul>	<p><b>Equity, Equality, Diversity and Inclusion</b>  <i>List your top 3 priorities in your EEDI action plan / Let's Talk About Racism actions / Tackling Racism taskforce recommendations (as applicable). Specific examples of how you contribute to delivering the COLC Equality Objectives – internally and externally?</i></p> <ol style="list-style-type: none"> <li>1. Re-examining Collecting Policies to preserve the diversity of London's archives</li> <li>2. Educating ourselves and staying relevant</li> <li>3. Developing a workforce and audience that reflects London's diversity</li> </ol> <p><b>Our local EEDI Action Plan includes the following:</b></p> <ol style="list-style-type: none"> <li>1. Events Programme – reviewing and refreshing our LGBTQ and disability history programmes, opening 'hidden' parts of the collections to new audiences, reviewing events accessibility.</li> <li>2. Exhibitions – making a commitment to present content that reflects Londoners today and supporting onsite community exhibitions.</li> <li>3. Collections – Identifying gaps around underrepresented histories, publishing community content to our digital platforms, addressing offensive or harmful language in the collections, acknowledging legacies of discrimination and colonialism in the collections.</li> <li>4. Digital – Reflecting London's diverse heritage and communities on the London Picture Archive platform.</li> <li>5. Projects and Partnerships – Friends of the Huntley Archive, National HIV Story Trust, The Africa Centre, University of London, Conservation for Wellbeing.</li> <li>6. Public Facilities – Undertaking an access review, providing period care products, augmenting site access information on our website.</li> <li>7. Training – Internal and external training for all staff supporting understanding of EEDI in relation to our roles, new strategies for internal sharing of EEDI work, developing trauma informed guidelines to support staff and visitors.</li> </ol>



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## Finance

State your budget estimate £ and say how it is made up -e.g. local risk, central risk, recharges, CIL, income generation, rates and grants.

The London Archives

- Local Risk = £3,850,000

- Central Risk = £717,000

**Total = £4,567,000**

Income Target = £391,000

## Estimated forecast spend in respect of the priority workstreams

Estimated budget allocation to workstreams (Total estimated budget £4.57M, local and central, ex income target)



Note – spend estimate outlined here has been calculated on rough estimates of staff time allocated to the 12 workstreams above (usually part of their time). Spend on anything other than staff time is dependent on income.



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**Priorities and plans being considered in the medium term**

What Medium Term action is required? (e.g. New legislation, services, projects, automation)	When? 2026/27	When? 2027/28	Is this Funded or Unfunded?
Accommodation Project – confirming and configuring future accommodation for service	✓	✓	Initial scoping work is funded -but substantial project is currently unfunded
Working Space Refurbishment – light touch refurbishments to improve working areas	✓		Funded, although partly dependant on success against income targets.
Collections Management Model Development – implementing new ways of working with depositors including commercial terms	✓		Funded locally, although partly dependant on success against income targets.

**Risks**

Add all Corporate Risks where your Chief Officer is SRO or joint SRO, and your departmental red risks. Add a narrative if there are themes related to other risks e.g. linked to resources, transformation etc

We do not manage Corporate Risks but have eight risks registered on the corporate risk management platform. The most significant in terms of score (12) is the risk of not confirming future accommodation for the service in the next 2 to 3 years at the latest. The risk of damage or loss to the unique collections we manage has the next highest score and this is subject to expected risks in our context such as fire, flood and pests, but also risks such as contractors working on site and not following site rules. Risks associated with our ability to operate the service, providing access to collections and generating income for example would have a significant impact on our business functions. The remaining registered risks, which score 4 or less relate to people and practice on site, including staff health and safety, work with school groups and building security.

**Health & Safety**

List up to three priorities for 2025-26

1. Managing risk of fire, theft, pests and flood
2. Managing and making accessible a large public building, including school visits on site
3. Managing our staff accommodation and wellbeing, including off site and drivers

**Operational Property**

All operational properties have been assessed as utilised, part utilised, or not utilised, and confirmation has been provided to the City Surveyor's Department. **Yes** (if answer is no, explain the reasons for this)



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