

Director of the London Metropolitan Archives

Candidate briefing pack



Gatenby
Sanderson



About the LMA

LMA is London's archive service, collecting, preserving, celebrating and sharing the stories of London and Londoners and its many communities through collaboration, innovation and learning. It is responsible for 100 kilometres of the capital's documentary heritage dating from 1067 to the present day, making LMA the largest archive service in the United Kingdom after The National Archives.

In combination, the archives form a picture of the history of London and its surroundings for almost 1000 years. Read on to find out more about what we do, the collections we hold and how you can use them to discover your London history

London Metropolitan Archives (LMA) holds records and archives relating to the history of London. We originate from a variety of different organisations including the City of London Corporation, the former Greater London Council (GLC) and its predecessor organisations including the London County Council (LCC), the Middlesex County Council (MCC).

Because of their national status, these collections have been awarded Designated status by Arts Council England and LMA is also recognised as an Accredited Archive Service demonstrating that it has met clearly defined national standards relating to management and resourcing, the care of its unique collections and what the service offers to its entire range of users.

LMA operates within an equality, diversity and inclusion (EDI) framework provided by our professional bodies and others including:

- The [Archives and Records Association UK and Ireland \(ARA\)\(external link\)](#) which seeks to ensure that its membership, organisations that manage records, the holdings that archives acquire, preserve/conserve and manage, and the users and stakeholders that we work with and serve reflect the diversity of our society
- The Institute of Conservation (ICON) which sets out its [diversity strategy\(external link\)](#) as part of its wider vision for cultural heritage to be valued and accessible and for its future to be enhanced and safeguarded by excellence in conservation
- The Museums Association (MA) which has an unreserved commitment to [decolonise museums and their collections\(external link\)](#)
- The [Culture& Black Lives Matter Charter\(external link\)](#) for the UK heritage sector to decolonise its relationship with the UK Black community and their workforce, collections and programmes
- The International Council on Archives' [Universal Declaration on Archives \(external link\)](#) which advocates for 'the preservation and universal accessibility of the world's documentary heritage. Archives secure human rights, establish a collective memory and underpin accountable and transparent governments



Our holdings

LMA is home to an extraordinary range of documents, images, maps, films and books about London.

Our holdings can be broadly described as:

The City of London Corporation's own official archives, the finest municipal archive in the world.

Archive collections relating to the Square Mile. These include the records of most of the City's parishes, wards and Livery Companies as well as those of many individuals, families, estates, businesses, schools, societies and other institutions, including the Stock Exchange and St Paul's Cathedral.

Archive collections relating to metropolitan London. These include the records of local government organisations such as the London and Middlesex County Councils, the Greater London Council and the Greater London Authority; the Anglican dioceses of London and Southwark, including over 800 parishes, and many Non-conformist bodies; the Jewish community, including educational, religious and charitable organisations as well as national bodies like the Board of Deputies of British Jews; over 120 hospitals from large general institutions such as Guy's and St Thomas's to specialists such as the Foundling Hospital; businesses such as Lyons and Earls Court Olympia; gas, electricity and water companies; and an increasing number of community based organisations and individuals, from Black publishers and activists such as Eric and Jessica Huntley to the oral testimony of members of the LGBTQ community.

Archive collections of organisations based in London but with a national or international outlook. These include the records of many businesses who had head offices in London and traded internationally such as Sun Insurance Office Limited, Kleinwort Benson, Morgan Grenfell, Antony Gibbs and Sons, and Standard Chartered, and those which had multinational concerns in timber, tea, rubber, mining, shipping and telegraphy such as Harrison and Crosfield, Wallace Brothers, Inchcape and Globe Telegraph.

Graphic collections (prints and drawings, maps, photographs, ephemera and films) relating to both the Square Mile and Greater London. These cover aspects of the visual history of London and Londoners with strengths in the architecture of the capital and the life of Londoners. The collections include prints and drawings from the 1450s, maps from the 1570s and photographs from the 1840s, and also include trade cards, entertainment posters and programmes, portraits and postcards.



Our Mission & Vision

LMA Mission Statement

London Metropolitan Archives (LMA) is owned, funded and managed by the City of London Corporation on behalf of London and the nation. It is London's archive service, collecting, preserving, celebrating and sharing the stories of London and Londoners and its many communities through collaboration, innovation and learning. It is responsible for 100 kilometers of the capital's documentary heritage dating from 1067 to the present day, from parchment rolls to digital files.

Our vision

Our vision is to ensure as many people as possible now and in the future have access to the archives in our care on site and digitally, safeguarding knowledge, improving understanding, inspiring participation, and supporting good public governance. We aim to provide a world class service aspiring to the highest standards that is open and engaging, innovative, inclusive, secure and sustainable. As one of the leading archive services in the UK we also have a responsibility to provide leadership within the London, national and international archive sectors.

Our commitment

The City of London provides a unique and diverse range of services to the residents, businesses, workers and visitors in the City of London and beyond. We are committed to being proactive in providing services fairly to all our potential service users. Promoting equal opportunity for all is one of our core values.

Our policy is to treat all service users, and anyone else we come into contact with, equally and with dignity and respect and not to discriminate on grounds of age, disability status, employment status, ethnic or cultural origin, gender, marital status, nationality, religious belief or non-belief, responsibility for dependants, sexual orientation, social background, or any other grounds which cannot be shown to be justified. We will recognise, respect and value difference and diversity.

In partnership with our employees, our residential communities and stakeholders, we will work hard to meet our obligations under the relevant anti-discrimination legislation, codes of practice and good practice guidelines.

Our values

London Metropolitan Archives wholeheartedly supports the International Council on Archives' Universal Declaration on Archives advocating 'the preservation and universal accessibility of the world's documentary heritage. Archives secure human rights, establish a collective memory and underpin accountable and transparent governments.'

At LMA we believe that our collections should be a place where every Londoner is represented and reflected; a place which is open to everyone; a place where the history of London's communities is preserved and shared. These are values that we will keep at the heart of our approach as we continue to develop our collections and services.

A number of Research Guides are already available to support research into the records we hold of some of London's communities and can be browsed and downloaded through our catalogue:

- [Black African Caribbean Community Archives\(external link\)](#)
- [Chinese Community Archives\(external link\)](#)
- [Records of the Anglo Jewish Community\(external link\)](#)
- [Lesbian Gay Bisexual Transgender Community Archives](#)

Our Principles & Beliefs

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. At all times our work to embed equality, diversity and inclusion is anchored in our responsibilities under the Equality Act 2010, particularly in relation to people with protected characteristics.

We recognise that equality, diversity and inclusion require a strong and active commitment and concerted action to build an inclusive environment where opportunities are open to all, diversity is valued, and where everybody can reach their full potential without fear of harassment, prejudice, or discrimination.

We are committed to supporting diversity, equality, and inclusion in the following three key ways:

- Removing or minimising disadvantages suffered by people due to their protected characteristics
- Taking steps to meet the needs of people from protected groups where these are different from the needs of other people
- Encouraging people from protected groups to participate in public life or in other activities where their participation is disproportionately low

We believe removing any existing and potential barriers to inclusion is critical to creating an inclusive work and study environment where people feel welcomed, valued, and supported.



Job description

Job title | Director, London Metropolitan Archives

Department | Culture, Heritage and Libraries

Grade | I

Location | London Metropolitan Archive, 40 Northampton Road, London, EC1R 0HB

Responsible for | 85 FTE staff, Local risk budget c£3.3m

Purpose of Post

- To have overall managerial responsibility for London Metropolitan Archives, including delegated responsibility for the budget, and appropriate allocation of expenditure and income targets
- To lead on the development of strategy and policy for archive and record keeping services in the City of London Corporation, within the framework of departmental policy
- To direct the development of staff, services and performance targets at LMA in accordance with agreed policies
- To contribute to departmental strategy and policy as a senior manager within Culture, Heritage & Libraries
- To maintain awareness of professional, social and technological developments in the field and ensure that the City's services are responding appropriately

Main Duties & Responsibilities

1. To manage London Metropolitan Archives in accordance with corporate policies and priorities, including responsibility for staff, budgets and resources needed to provide the service.
2. To oversee the deployment of staff so as to provide an optimal use of resources for all necessary front of house and back office functions.
3. To lead on the development and implementation of effective policies for collection development, education, interpretation, marketing, consultation, conservation, preservation, staff training, data protection and storage regarding the archives and associated collections at LMA.
4. To keep under review the staff establishments and structures of LMA so as to ensure that the service is run efficiently and in accordance with corporate value for money, equality principles and changing patterns of usage.
5. To lead on the development of strategy and policy regarding the role of LMA within the wider landscape of archival provision in London, seeking and pursuing opportunities to develop shared services and/or LMA's regional role as appropriate.
6. To lead on the development of strategy and policy over the ongoing digitisation of archival collections, including issues around commercial/public partnerships as appropriate, income generation, licensing, prioritisation and promotion.

Job description

7. To regularly review other aspects of the electronic offer of LMA, in the context of changing user behaviour and developing technology, ensuring that the services remain relevant, useful, and innovative as appropriate
8. To lead on the development of long-term plans for storage and building requirements at LMA, taking into account changing use patterns and the need to plan for the expiry of the Clerkenwell lease in 2035.
9. To oversee the City's records management programme, both paper and electronic, ensuring that it is efficient and responsive to the needs of client departments as well as to technological and organisational change.
10. To maintain an effective awareness of national or international initiatives and funding streams around archives, ensuring that appropriate opportunities are pursued.
11. To prepare Committee reports, attend Committees as appropriate, and provide advice and information to elected members on matters relating to archives.
12. To create and monitor business plans for LMA, and contribute to departmental strategic and business planning.
13. To lead on developing the national and international profile of LMA through engagement with external and professional bodies or user groups as appropriate.
14. To represent LMA or the Department (including deputising for the Director) at internal or external meetings, and to participate in departmental/corporate meetings on policy or operational matters as required.
15. To actively seek to implement the City of London's Occupational Health and Safety Policy in relation to the duties of the post, and at all times give due regard to the health and safety of both themselves and others when carrying out their duties.
16. To actively seek to implement the City of London's Equal Opportunity Policy and the objective to promote equality of opportunity in relation to the duties of the post.
17. To undertake any other duties that may reasonably be requested appropriate to the grade.

Person specification

Please find below the key skills, experience and core behaviours required to undertake this post.

Technical Skills / Professional Qualifications / Relevant Education & Training

- Thorough demonstrable professional knowledge of the contemporary landscape of archives administration/policy, nationally and internationally
- Good business skills, including sound knowledge of issues around digitisation/electronic publishing/licensing archive materials
- Good level of competency with standard IT applications for numerical and verbal documents
- Understanding of the issues around records management, moving increasingly into an electronic environment
- Good organisational and time management skills
- Good planning skills
- Good presentational and communication skills (written and verbal)
- Ability to work under pressure, and to manage multiple priorities to meet deadlines
- Ability to work independently and to take initiative, while also comfortable to work as part of a team
- Ability to lead and motivate staff at many levels
- Educated to postgraduate degree level or equivalent

Experience Required

- Experience of managing large-scale public services, or equivalent
- Experience of staff management, involving professional and para-professional staff in different fields
- Experience of engineering positive change in a complex staff environment while maintaining morale and motivation
- Experience of budget management
- Experience of modern records management
- Experience of delivering effective partnerships and external engagements in delivering services

Other Relevant Information eg. working hours or desirables (only if applicable)

Desirable

- Knowledge/experience of public sector work and standards
- Well connected with pan-London networks of people involved in archives
- Experience of working in partnership with others
- Interest in/knowledge of the history of London, and the City
- Track record of creative thinking and delivering change

Person specification

Core Behaviours

Thinking

Planning and Organising... Managing time, competing priorities and resources in a structured way.

- Balances risks, contingencies and overlapping agendas when business planning
- Negotiates and agrees the scope, deliverables and timings with all parties on major initiatives
- Establishes clear monitoring and tracking systems to review team and service performance improvement, taking action to address problem areas

Building Relationships

Communication and Influence... Presenting information and arguments verbally or in writing to improve understanding, influence outcomes and foster engagement and support.

- Negotiates favourable positions and/or influences strategies for the mutual benefit of the service and CoL
- Understands the motivations, concerns and values of others, tailoring communication appropriately
- Takes action to ensure that key goals, strategies and change are understood by the wider team

Self-managing

Accountability... Being responsible for one's own actions, seeing things through, doing what we say we will.

- Ensures that effective controls are developed and maintained to ensure the integrity of the service
- Establishes a culture of disciplined time-keeping, project delivery, individual and team accountability for delivering results
- Swiftly adapts service strategy in response to changing internal or external pressures/drivers

Change Orientation... Being open to new ways of doing things; adapting behaviour and work methods in response to new information, changing conditions, or unexpected obstacles.

- Considers organisational history and CoL culture when implementing change initiatives
- Runs inclusive, transparent and meaningful consultation processes during change
- Drives necessary change through in the face of obstacles or resistance
- Scans the wider organisational and political environment to anticipate and prepare for change

Person specification

Achieving

Drive and Perseverance... Maintaining a high degree of motivation and commitment to producing work of the highest possible standard at CoL, finishing what we start even in the face of challenging obstacles.

- Drives hard towards key objectives and outcomes, taking personal accountability
- Drives those around him/her to lift their own standards, role modelling expected behaviour
- Encourages the team to use flexible working patterns and technology
- Swiftly moves the team forward after setbacks or disappointments

Leading

Leading and Empowering... Creating a compelling future for colleagues; motivating and encouraging commitment and involvement through delegation, support and coaching.

- Operates an inclusive leadership style, trusting and empowering others to deliver results
- Builds a commitment to excellence and a common purpose by promoting CoL's vision and priorities to the team and external stakeholders
- Encourages others to share diverse and creative initiatives, perspectives and ways forward

Developing and Recognising Others... Nurturing the skills, behaviours, talent and potential of individuals and teams through training, development, coaching and feedback – acknowledging and valuing the contribution they make.

- Recognises steady improvement from staff as well as high performance
- Develops reward strategies to motivate staff over the short and medium term

Managing Business Performance... Setting and managing clear and stretching performance expectations for individuals, teams and partners – accepting accountability for own results and those of the team.

- Demonstrates a strong understanding of the principles of financial management to deliver priorities and stay within assigned budget
- Demonstrates strong commercial awareness and understanding of “value for money” in authorising spending
- Tackles the underlying causes of poor performance rather than the symptoms



How to apply

Closing date: Midnight, Friday 1st October

Shortlist meeting: 4th October 2021

Interviews with the City of London Corporation: Week commencing 11th October 2021

Please note that at interview stage you will be required to provide proof of identity. You may also be required to provide these documents should you be appointed.

Please apply for the role via the GatenbySanderson website, following the instructions.

To apply for the role, you will need to submit:

- A CV setting out your career history, with responsibilities and achievements
- A personal statement demonstrating how you meet the skills & requirements for the role, ideally in no more than two pages
- Details of two referees whom we would be able to contact at shortlist stage with your consent

Please also ensure you have completed and submitted the equal opportunities monitoring form provided. The information on the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application.

Closing date for applications: Midnight, Friday 1st October

The How to Apply section of the website provides clear instructions, although should you have any queries in relation to the application process, or you experience difficulties uploading your application, please do not hesitate to telephone the GatenbySanderson team on 020 7426 3960.

If you have any queries regarding any aspect of the appointment process, need additional information or wish to have an informal and confidential discussion, then please contact Frazer Thouard (07384 810 743) or Elise Kanareck (020 7426 3370) who will be pleased to take your call.

GatenbySanderson will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.