

Title: Executive Team Meeting
Date of Meeting: 1 March 2017
Time of meeting: 10.00 – 13.00
Location: Blue Room
Attendees:

Jeff James (JJ – chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Carol Tullo (CT)	TNA	Lucy Fletcher (LF)	TNA
Neil Curtis (NC)	TNA	David Sawyer (DS)	TNA
Val Johnson (VJ)	TNA	Corporate Performance Manager (CPM)	TNA
John Sheridan (JS)	TNA	Susannah Baccardax (SB)	TNA
		Lee Oliver (LMO)	TNA
		Juergen Vervoorst (JV)	TNA
		Marcia Jackson (MJ)	TNA
		Assurance and Information Management Consultant (AIMC)	TNA
		Isobel Hunter (IH)	TNA
		Head of Programmes and Policy (HPP)	TNA
		Jane Craigie-Payne (JCP)	TNA
		Finance Business Partner (FBP)	TNA
		Caroline Pegden (CP)	TNA

Apologies: Paul Davies (PD), Caroline Ottaway-Searle (COS)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	The minutes of the previous meeting held on 15 February 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<u>Draft Budget</u>	
2.1	The Executive Team was asked to note progress and to agree if any cost items should be added to the budget and consequently what corresponding reductions would be made.	
2.2	<u>Action:</u> JJ requested DS send the table showing potential extra spend (page 4) to JCP and the HR Manager - Organisational Development to keep them informed of possible 'quick wins' that would improve the working environment.	DS

2.3	The Executive Team noted progress on the 2017/18 Budget and approved a number of alterations to planned expenditure.	
3.0	<u>Draft Business priorities</u>	
3.1	The Executive Team was asked to review and approve draft Business Priorities for 2017-18 ahead of planned review and agreement at the March Board.	
3.2	JJ noted that the number had been reduced considerably from previous years to the 13 suggested in the paperwork.	
3.3	The Executive Team discussed the priorities and suggested changes are noted below:	
3.4	Business Priority 1 – replace the word ‘education’ with ‘training’.	
3.5	Business Priority 2 – add in phrase ‘Brexit and former EU materials’.	
3.6	Business Priority 4 – change ‘cultivate’ to ‘establish the leadership...’.	
3.7	Business Priority 6 – remove phrase ‘back office systems’ add ‘we will prototype solution.’ It was agreed BP6 should not be a published priority.	
3.8	Business Priority 7 – JJ advised that we needed to be clearer on expected outcomes.	
3.9	Business Priority 8 – remove ‘new research hub’.	
3.10	Business Priority 9 – Review wording to clarify that this is about transfer.	
3.11	Business Priority 11 and 12 – to be re drafted.	
3.12	<u>Action:</u> The CPM to update Business Priorities after input from directors. Due 07/03/17	CPM
3.13	NC sought clarification on who would own particular Business Priorities, Directors or Heads of Department.	
3.14	JJ said that ownership should fall to those at the lowest appropriate level, these are corporate priorities and we would all be held accountable for their delivery.	
3.15	NC noted that the necessary level of project management support needed to be in place in order to facilitate delivery of these priorities.	
3.16	The Executive Team approved the draft Business Priorities for 2017-18 subject to the agreed changes.	
4.0	<u>Complaints</u>	
4.1	The Executive Team was asked to note the summary of internal complaint review recommendations, and the status of subsequent actions.	

4.2	LMO advised that all recommendations had been completed.	
4.3	The Executive Team noted that complaints would now be managed by the Programme Management Office.	
4.4	The Executive Team noted the report.	
5.0	<u>Domesday</u>	
5.1	The Executive Team is asked to approve a paper on the loan of Great Domesday 2 (E 31/2/2) for exhibition.	
5.2	The Executive Team supported the plans and an announcement would follow subject to a number of conditions being met.	
6.0	<u>Information assurance and cyber security engagement</u>	
6.1	After the end of the IACSEP programme in April 2016, The National Archives embedded the responsibility for core government training and engagement into business as usual activity within the Information Management Department. The new function was named Information Assurance and Risk (IA&R).	
6.2	The AIMC explained that IA&R undertakes a range of activities in order to continue providing information assurance, information risk and security training and engagement to our government audience.	
6.3	The AIMC took the Executive Team through the various activities and outlined future plans.	
6.4	MJ noted that DCMS were providing engagement in the SME space while the National Cyber Security Centre also play a key role.	
6.5	<u>Action:</u> JJ requested MJ contact the Government Relations Team in his office so as to better understand the landscape and where our offer sits. Due 31/03/17	MJ
6.6	MJ said that while SIRO was not now mandatory it still needed to be managed at Board level.	
6.7	JJ thanked all those involved for what was a very successful programme.	
6.8	The Executive Team noted the update.	
7.0	<u>Workforce development strategy – Archives Sector Development</u>	
7.1	The Executive Team was asked to agree the repurposing of budget towards developing an effective, strategic approach to developing the skills base of the archives workforce.	
7.2	VJ noted that JCP approved of the proposal outlined in the paper and that HR had contributed to its drafting.	

7.3	The Executive Team approved the proposals.	
8.0	<u>Staff Survey</u>	
8.1	JCP advised that Directors had been sent the anonymised comments from the 2016 Staff Survey, the standout theme being pay levels.	
8.2	JCP said that it was planned to address issues highlighted by the survey into a wider culture work stream with the aim of engaging the organisation.	
8.3	The Executive Team Noted the update.	
9.0	<u>Developing our Future Workforce - update</u>	
9.1	CP updated on the work of the newly formed Developing our Future Workforce team.	
9.2	JCP noted the importance of all SLT members being active in bringing about the necessary changes.	
9.3	JJ noted the need for colleagues to pull together as change would not be easy to achieve particularly when we faced challenging financial constraints.	
9.4	The Executive Team noted the update.	
10.0	<u>Vacancy Management</u>	
10.1	The Executive Team was asked to approve a number of Fixed Term Appointments.	
10.2	FTA 1 - Apprentice Software Developer (x5) – Approved	
10.3	JCP explained that the forms used for vacancy management were being simplified to improve efficiency and it was planned to have one discussion per month.	
10.4	JJ requested that it be made clear at future Vacancy Management discussions if the Developing our Future Workforce team had approved any proposed recruitment requests.	
11.0	<u>Any Other Business</u>	
11.1	There being no other business the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 8 March 2017

Location: Blue Room

Attendees:

Jeff James (JJ – chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Carol Tullo (CT)	TNA	Sam Whaley (SW)	TNA
Neil Curtis (NC)	TNA	Liaison and Engagement Manager (LEM)	TNA
Val Johnson (VJ)	TNA	User Researcher (UR)	TNA
John Sheridan (JS)	TNA	Julian Muller (JM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Project Manager (PM)	TNA
Paul Davies (PD)	TNA	Senior Project Manager (SPM)	TNA
		Trainee Technical Support (TTS)	TNA
		Jane Craigie-Payne (JCP)	TNA
		Finance Business Partner (FBP)	TNA
		Caroline Pegden (CP)	TNA
		David Sawyer (DS)	TNA

Apologies: None

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	The minutes of the previous meeting held on 1 March 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<u>RSM performance review</u>	
2.1	PD and NC met representatives from our Internal Audit, RSM, on 2 Feb 17 for a contract performance review. The meeting was initiated by comments from the self-assessment survey of effectiveness of Audit and Risk Committee, regarding the performance measurement of our internal and external auditors. A number of items were discussed, detailed below.	
2.2	Agreement that the annual follow up to internal audit recommendations review would now be carried out every 6 months (rather than just at year-end).	
2.3	A short post review questionnaire will be sent out by RSM after each internal audit review.	
2.4	RSM will include commentary in any report to explain why the audit opinion could appear to be at variance to the recommendations or comments.	
2.5	RSM agreed to continue to link relevant business priorities within internal audit reports.	

2.6	The Executive Team discussed the general opinion on RSMs effectiveness and noted that 2017-18 was the final year of the RSM contract which would therefore need to be competitively tendered in 2017.	
2.7	<u>Action:</u> PD to discuss future plans with Claire Feehily and the Audit and Risk Committee.	PD
3.0	<u>Discovery Explore project</u>	
3.1	The Executive Team was asked to note the findings of the Discovery Explore project and to discuss the results.	
3.2	The LEM noted that Discovery was launched in 2011 with Discovery 2 launching in 2013.	
3.3	<u>Action:</u> JS to review overall online experience and consider changes to Discovery holistically. Due 31/03/17	JS
3.4	VJ noted that there were users who would prefer clearer disaggregation between collections and who held them in order to more easily work with subsets of data.	
3.5	The UR noted that they had found that users were not invited to link through to user guides.	
3.6	<u>Action:</u> The Discovery Explore project team to seek the views of records experts regarding how search results are presented. Due 31/03/17	LEM
3.7	Executive Team approved a number of measures.	
3.8	Executive Team noted the report and thanked the team.	
4.0	<u>Cloud Telephony and Unified Communications Demonstration</u>	
4.1	The Cloud Telephony Project is now underway and IT Operations have created a Model Office to demonstrate the capabilities and functionality of the new system. The Executive Team were given a demonstration of the new system.	
4.2	PD noted that this was a step towards moving to more agile working and virtual desktops.	
4.3	JS explained that user engagement had been very important and they had worked with teams across the organisation to understand needs.	
4.4	JJ advised it should be made clear that the headset or handset was what was being offered and any stand alone phone units should be installed only as an exception where there was a clear evidenced need due to the additional costs involved.	
4.5	The Executive Team supported the work and thanked the team for the demonstration.	
5.0	<u>Developing our Future Workforce – update</u>	

5.1	CP updated on the work of the Developing our Future Workforce team.	
5.2	DS provided the Executive Team with a paper that set out the approach being taken to balance the 17/18 budget.	
5.3	<u>Action:</u> DS to distribute paper electronically to Directors for comment and to be reviewed again next week at the Developing our Future Workforce – update.	DS
5.4	JJ noted that we now had clarity in what we needed to do and SLT needed to be aware that in the short term posts may need to be given up.	
5.5	JCP stated that vacancy management would now take place at the Executive Team on a monthly basis once we had details of the financial situation for that month.	
5.6	JJ asked that the Executive Team are presented with a clear list of priority posts by directorate across quarters showing the role and director in order to decide corporately which are approved each month.	
5.7	<u>Action:</u> JJ requested that DS reflect in the budget where we have had to make prioritised decisions and what risks are associated with those decisions.	DS
5.8	The Executive Team noted the update.	
6.0	<u>Any Other Business</u>	
6.1	COS advised of an upcoming meeting with the new Head of Visitor Programmes, Events and Exhibitions at the Royal Botanic Gardens, Kew.	
6.2	JJ noted a very positive week with approval of the Vision, publication of the Fees Order and agreement for the Domesday loan.	
6.3	JJ reported there was a good degree of interest in the Independent member of Audit and Risk Committee vacancy.	
6.4	There being no other business the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 15 March 2017

Location: Blue Room

Attendees:

Jeff James (JJ – chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Carol Tullo (CT)	TNA	Sam Whaley (SW)	TNA
Neil Curtis (NC)	TNA	David Sawyer (DS)	TNA
Val Johnson (VJ)	TNA	Corporate Performance and Transparency Manager (CPTM)	TNA
John Sheridan (JS)	TNA	Head of Conservation Research & Development (HCRD)	TNA
Caroline Ottaway-Searle (COS)	TNA	Preventive Conservation Assistant (PCA)	TNA
Paul Davies (PD)	TNA	Jone Garmendia (JG)	TNA
		Lee Oliver (LMO)	TNA
		Mark Sullivan (MS)	TNA
		Jane Craigie-Payne (JCP)	TNA
		Finance Business Partner (FBP)	TNA
		Caroline Pegden (CP)	TNA

Apologies: None

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	The minutes of the previous meeting held on 8 March 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<u>February Financials</u>	
2.1	DS advised that after the first eleven months of the year our non ring-fenced net expenditure is £266k / 1% lower than our 9+3 forecast.	
2.2	DS advised that the year end outlook would be closely tracked over the remaining weeks of the financial year.	
2.3	The Executive Team noted the February financial report.	
3.0	<u>February Dashboard / next years metrics</u>	
3.1	The Dashboard provides an easy reference of how the Performance Indicators for The National Archives have performed in the month and alerts the Executive Team to those areas where achievement is under threat and where some remedial action may	

<p>3.2</p> <p>3.3</p> <p>3.4</p>	<p>be necessary.</p> <p>The Executive Team was asked to note the Corporate Dashboard for the month of February 2017 and as outlined in the Corporate Dashboard Analysis paper presented to Executive Team on 15 February, agree a number of changes to the Dashboard metrics from April 2017.</p> <p>NC noted that we would track record downloads, record page views and marketing site page views.</p> <p>The Executive Team noted the Dashboard for February and approved the changes set out in the paper.</p>	
<p>4.0</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p>	<p><u>Budget 2017-2018</u></p> <p>Executive Team approval was sought for the draft Budget 2017/18 ahead of review and agreement by the Board.</p> <p>DS took the Executive Team through the main components of the 2017/18 Budget.</p> <p>NC advised that there was a degree of uncertainty around a number of potential income streams.</p> <p>JJ commended NC and his team on reaching a balanced budget and noted all the hard work that had gone into reaching this position.</p> <p>The Executive Team approved the draft 2017/18 Budget.</p>	
<p>5.0</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p>	<p><u>Cleaning and access to documents that had been affected by mould</u></p> <p>To our knowledge, there is no live mould in The National Archives collections. However, we have documents that have been affected by mould in the past. The Executive Team was asked to note the reputational risks and associated mitigation strategies currently being explored by Collection Care.</p> <p>The HCRD and the PCA showed the Executive Team the mould cleaning area, equipment and a number of documents that had been cleaned.</p> <p>The HCRD explained that waiting time for access to mould affected documents is 6-8 months due to a number of factors: Better knowledge of documents affected by mould in the collection and the resulting closure or part closure of series, increased research projects and limited resource to expand the cleaning operation.</p> <p>JJ stated that we needed to be clear and advise those putting together research proposals that if any of the documents being used were affected by mould then they needed to factor in the cost of cleaning treatment before they would be allowed access to the material.</p> <p>The Executive Team noted the reputational risks relating to mould and the associated mitigation strategies being explored.</p>	

6.0	<u>Digital Cataloguing at TNA</u>	
6.1	The Executive Team was asked to sign off the paper outlining the evolution and current state of cataloguing practices for digital records at The National Archives.	
6.2	VJ advised on the importance of the Executive Team being aware of what the position was and understanding the need for change as we deal with the opportunities and challenges of the digital record.	
6.3	JG said that she had worked closely with JS in drafting this paper and approval was sought before sharing externally.	
6.4	JG advised that there were organisations in the archives sector that were interested in curating digital content in order to take certain collections.	
6.5	JJ stated that the archive sector in general may well look to ASD for guidance on dealing with the digital record and The National Archives needed to be clear on what the sector should expect from us.	
6.6	JJ highlighted the importance of this work and advised that we needed to consider the implications, there may well be requests for support.	
6.7	JJ stated that this document could be shared internationally and at peer level but should not be published before the Archives Unlocked vision.	
6.8	<u>Action:</u> JG to update paper and reduce the material covering The National Archives historical practices.02/05/17	JG
6.9	<u>Action:</u> VJ and JG to discuss with Isobel Hunter how this will land with the sector. Due 05/04/17	VJ
6.10	CT advised that there would be huge implications for government departments and it would be prudent to consider how this was trailed and where it would be published.	
6.11	<u>Action:</u> JJ to trail at the forthcoming GKIM event on 30/03/17. Due 30/03/17	JJ
6.12	<u>Action:</u> JJ requested that JG prepare a short summary of the paper for the Board for information and also outline how we intend to engage with audiences, the risks around raised expectations and how we plan to manage stakeholders. Due 02/05/17	JG
6.13	The Executive Team approved the paper.	
7.0	<u>Car Parking Management</u>	
7.1	The Executive Team was asked to endorse the recommendation to introduce a later opening time for the Visitor Car Park, for the benefit of all those using the facilities at The National Archives.	
7.2	JJ noted that this was not in response to an increase in visitor numbers.	
7.3	NC advised that it would be useful to have sight of a visitor numbers measure.	

7.4	LMO took the Executive Team through the measures set out in the paper.	
7.5	The Executive Team approved the measures set out and the communications plan.	
8.0	<u>Developing our Future Workforce – update</u>	
8.1	The Executive Team was asked to note the update and the need to prioritise the new roles.	
8.2	NC advised that there was flexibility that would allow the process to be accelerated if income streams were higher than anticipated.	
8.3	JJ noted that there was still a degree of front loading and the Executive Team needed to consider which posts on the 'Timing of new post recruitment list' could be moved back from Q2 into Q3 or Q4.	
8.4	JJ said that we needed to start from the premise of business need and we could then end up with approximately 12 posts in Q2, 12 posts in Q3 and 11 posts in Q4 with 9 pending.	
8.5	<u>Action:</u> CP and team to agree posts with directors and organise list by start date in each quarter. Due 31/03/17	CP
8.6	The Executive Team noted the update and the planned next steps.	
9.0	<u>Any Other Business</u>	
9.1	NC update on progress with the recruitment to the Head of Finance vacancy.	
9.2	JS noted that he had attended a meeting recently with GDS.	
9.3	There being no other business the meeting was brought to a close.	