

Title: Executive Team Meeting

Date of Meeting: 2 August 2017

Attendees:

Neil Curtis (NC - chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Jeff James (JJ)	TNA	Sam Whaley (SW)	TNA
John Sheridan (JS)	TNA	Pauline Moore (PM)	TNA
Paul Davies (PD)	TNA	Corporate Performance and Transparency Manager (CPTM)	TNA
Val Johnson (VJ)	TNA	Corporate Performance Manager (CPM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Jane Craigie-Payne (JCP)	TNA
		Juan Novoa (JN)	QCG
		Head of Audiences (Delivery) (HAD)	TNA
		Resource Access & Advice Programme Manager (RAAPM)	TNA
		Media Assistant (MA)	TNA
		Rachael Corver (RC)	TNA
		Angela Hill (AH)	TNA
		Maria Cieslak (MC)	TNA
		Marketing Manager (MM)	TNA

Apologies:

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No declarations of interest were declared.	
1.2	The minutes of the previous meeting held on 26 July 2017 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed.	
2.0	<u>3+9 Forecast</u>	
2.1	PM presented the revised forecast to the Executive Team. The first draft of the forecast presented an overspend, predominantly in non-staffing costs.	
2.2	Decisions were taken to ensure we had a means to both balance the forecast, and allow a degree of prioritised spend to progress. Over the next six months we will work hard to ensure we have a sustainable budget for the next financial year.	
	The Executive Team were asked to note and approve the revised 3+9 forecast.	

2.3	JJ thanked PM and all involved for their hard-work in balancing the forecast.	
2.4	JJ advised that the Board version did not require the appendix. JJ requested that the executive commentary be re-drafted to ensure that the challenges we face are clearly set out, as are the decisions we have made and the implications of those decisions.	
2.5	JJ noted the need to demonstrate that we're focused on the next financial year and that we are aware of potential risks around making decisions that could have an adverse impact next year.	
2.6	JS suggested that, in areas of the business dependant on income, it would be useful to quantify what the level of risk to the income might be and then put in place mitigations. We should demonstrate that which we are certain about and that which is a possible scenario and have mitigation in place if that occurred.	
2.7	<u>Action:</u> PM and NC to produce a Board forecast pack. Due 09/08/17.	PM / NC
2.8	<u>Action:</u> PM to investigate areas that potentially had risk around the level of income that was generated and look at ways to track this and possible mitigations. Due 16/08/17.	PM
2.9	The Executive Team noted and approved the 3+9 forecast.	
3.0	<u>Dashboard</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 be necessary.	
3.2	The Executive Team was asked to note the Corporate Dashboard for the month of June 2017.	
3.3	JJ noted that the commentary on the FOI metric needed to be reviewed.	
3.4	<u>Action:</u> PD to seek an updated commentary for the FOI metric. Due 09/08/17.	PD
3.5	NC noted the need for directors to aid understanding of particular metrics and/or any trends through the commentary provided.	
3.6	JJ said that the metrics relating to Discovery contained too much detail for a corporate dashboard.	
3.7	JS stated that regarding digital metrics, there were three areas to be measured, the volume in terms of number of digital files, the volume of digital files in terms of bytes or size, and the complexity of the content of the digital files.	
3.8	JS suggested that we would want a cost per transaction figure for both paper record delivery and digital record delivery. This will show the impact of any increased costs and the trends over time.	
3.9	<u>Action:</u> PD to investigate providing a cost per transaction figure. Due 09/09/17.	PD

3.10	<u>Action:</u> PD to prepare a narrative summary of key information for Board members. Due 09/08/17	PD
3.11	The Executive Team noted and approved the June 2017 Corporate Dashboard.	
4.0	<u>Costed pay review models</u>	
4.1	The Executive Team had approved the proposals set out in the report by QCG (an HR consultancy), in principle, on 04/07/17.	
4.2	JN of QCG presented proposals to the Executive Team, the two areas looked at were pay structure and performance related pay.	
4.3	JN said that staff understood the pressures on pay but wanted clarity, openness and consistency from the pay structure.	
4.4	JJ advised the aim of the exercise should be to reach a mediated position between staff, the trades unions and senior management.	
4.5	JJ noted the importance of basing decisions only on anonymised data in order to remove any risk of bias, even if unintended.	
4.6	JJ said that any change to performance related pay should not result in an overly complex process that resulted in an administrative burden. We should be alert to any risks around perverse outcome such as an individual winning numerous awards or the system being incorrectly viewed as a popularity contest.	
4.7	JCP advised that engagement with the trades' union side would begin immediately with the aim to introduce a revised pay and performance related pay structure from 01/04/18.	
4.8	The Executive Team approved the plans ahead of discussion with the Trades Union side.	
5.0	<u>Letters of no evidence for Naturalisation</u>	
5.1	The Executive Team was asked to consider a number of options for the future of this service.	
5.2	The service has since April 2017 been administered by and delivered through reader advisors in Access & Advice.	
5.3	The Executive Team instructed further work to be carried out ahead of a final decision.	
6.0	<u>Open House Day</u>	
6.1	The Executive Team was asked to note and comment on our plans for Open House London to be held at Kew on Saturday 16 September.	

6.2	We are planning to provide a host of free activities and events including tours, talks, trails, screenings and record displays, showcasing our building in its 40th year and the year 1977. We are hoping to attract a minimum of 500 visitors and have the added support of volunteer help.	JS
6.3	The HAD advised that we would hold back 50% of the tickets for events to distribute on the day.	
6.4	JS suggested that there might be scope to weave a digital strand into the programme.	
6.5	<u>Action:</u> JS to discuss a digital strand of content with the planning group. Due 16/08/17	
6.6	JJ noted the importance of identifying commercial opportunities whilst planning events of this nature.	
6.7	The Executive Team noted plans.	
7.0	<u>What's On – listings</u>	
7.1	The MA updated the Executive Team on the work of the media team to promote our What's On programme through the listing of events in online and print media advising that this method of promotion was new.	
7.2	PD said that there was a very good range of media being targeted.	
7.3	JJ commented that the branding on the websites looked great.	
7.4	The Executive Team thanked the MA for the update.	
8.0	<u>Digital Engagement Strategy</u>	
8.1	The Executive Team was being asked to endorse the digital engagement strategy and its recommendations.	
8.2	RC explained that this strategy aims to get the right foundations in place, ensuring that the organisation is better placed to engage and inspire audiences through digital channels in the future.	
8.3	RC and the team took the Executive Team through the key points of the strategy emphasising its collaborative nature working across different teams.	
8.4	RC said the idea was to approach this holistically and to treat it as an eco-system.	
8.5	NC suggested that the Digital Engagement Strategy group might benefit from a representative from commercial.	
8.6	RC advised that the make-up of the group had been based on members of teams across the organisation whose role focused on communications.	
8.7	JJ suggested that a question the group might wish to ask is 'can we and should we make money from a particular project'.	

8.8	<u>Action:</u> JJ asked RC to provide a version of the Digital Engagement Strategy presentation to the next all staff Executive Team question time. Due: 31/10/17	RC / COS
8.9	The Executive Team endorsed the digital engagement strategy and its recommendations.	
9.0	<u>Any Other Business</u>	
9.1	COS advised that the planning application has been submitted for a new external banner.	
9.2	JJ advised that it was a decision to be taken at directorate level as to whether to proceed with the banner or not.	
9.3	NC requested further detail regarding the awarding of exceeds marks in our performance management end of year reviews.	
9.4	<u>Action:</u> PD to request details of exceeds marks from JCP across grade and directorates. Due: 16/08/17	PD
9.5	The Executive Team TOR – SW advised that the small tweaks requested at the last review had been incorporated and the new version would be filed for reference.	
9.6	PD updated on plans to work more closely with Kew lending Library.	
9.7	PD stated that the conversion of the Blue Rooms to become the Research Hub was to be investigated.	
9.8	There being no other business the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 9 August 2017

Attendees:

Paul Davies (PD - chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Jeff James (JJ)	TNA	Lucy Fletcher (LF)	TNA
John Sheridan (JS)	TNA	Jane Craigie-Payne (JCP)	TNA
Neil Curtis (NC)	TNA	HR Manager - Organisational Development (HRM)	TNA
Val Johnson (VJ)	TNA	Rachael Corver (RC)	TNA
Caroline Ottaway-Searle (COS)	TNA	Marketing Officer (Commercial) (MOC)	TNA

Apologies: None

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No declarations of interest were declared.	
1.2	The minutes of the previous meeting held on 2 August 2017 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed.	
2.0	<u>Equality & Diversity Policy</u>	
2.1	The Executive Team was asked to review and approve the Policy. As a result of comment by the TUS secretary around concern about a lack of an explicit, centralised strategy and reporting, the Executive Team was also asked to address this when discussing this policy	
2.2	Previous E&D policy written in 2011, to coincide with the Equality Act 2010.	
2.3	The National Archives introduced a two-year Equality & Diversity Strategy – Our Single Equality Scheme and Action Plan at that time, which was directly referenced in the policy.	
2.4	The HRM advised that it was now the case that Equality & Diversity was embedded into our organisation, it is a key part of <i>Archives Inspire</i> and therefore present in all that we do. It is for this reason that we do not have a stand-alone strategy and action plan that is reported on.	
2.5	JCP noted the importance of championing Equality & Diversity and stated that at both Director and Senior Leadership Team level we would highlight its importance and encourage the use of the Equality Impact Assessment (EIA) Toolkit, where appropriate, to help staff to assess the impact of new and existing initiatives and projects.	
2.6	JJ said that it was important for the Executive Team to be kept up to date and receive assurance that best practice was being followed and also be informed where opportunities for change and improvement might present themselves.	
2.7	<u>Action:</u> JCP to arrange for the agenda and minutes of each Equality & Diversity Forum to be distributed to the Executive Team meetings followed by a verbal update to the Executive Team. Due 31/10/17.	JCP
2.8	The Executive Team approved the Equality & Diversity Policy subject to a number of minor changes.	
3.0	<u>Family Programme ('The Time Travel Club') promotion and external building banner</u>	
3.1	The Executive Team was asked to consider the new Family Programme (aka 'The	

3.2	Time Travel Club') look and feel, in particular the building banner design. COS advised that much work had already been done in identifying new and existing audiences.	
3.3	RC stated that a key plank of our public engagement audience strategy is to build a new family audience for The National Archives and increase onsite family visits. This initiative aimed to engage families and local audiences and is intended to enable them to experience The National Archives in a fun way.	
3.4	The MOC took the Executive Team through the key aims, communication plans and designs.	
3.5	COS commented that the look and feel of the designs was very different to what we have done before.	
3.6	VJ said that the designs looked modern, fun and vibrant.	
3.7	The Executive Team gave strong support to this fun and exciting initiative.	
4.0	<u>Any Other Business</u>	
4.1	The Executive Team supported the repurposing of the Blue Rooms, currently used for Senior Management meetings, as the new Research Hub.	
4.2	JJ requested an update on work relating to talent and development.	
4.3	<u>Action:</u> PJM to organise an update session with JCP in early September. Due 16/08/17.	PJM
4.4	JJ advised JS to consider how best to utilise Board member input into recruitment.	
4.5	JS advised on a number of issues relating to Legislation procurement work.	
4.6	There being no other business the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 16 August 2017

Attendees:

Caroline Ottaway-Searle (COS)	TNA	Patrick Mallett (PJM - minutes)	TNA
Jeff James (JJ – via telephone)	TNA	Lucy Fletcher (LF)	TNA

John Sheridan (JS)	TNA	Trish Humphries (TH)	TNA
Val Johnson (VJ)	TNA	Jane Craigie-Payne (JCP)	TNA
Paul Davies (PD)	TNA	Matt Bell (MB)	TNA
		Head of Financial Accounting (HFA)	TNA
		Emma Markiewicz (EM)	TNA

Apologies: Neil Curtis (NC)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No declarations of interest were declared.	
1.2	The minutes of the previous meeting held on 9 August 2017 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed.	
2.0	<u>Performance management - end of year data</u>	
2.1	The Executive Team was asked to note and discuss a report by JCP.	
2.2	The Executive Team noted that with regard to the ethnicity and particularly the disability figures, it was very hard to draw conclusions because the numbers of staff declaring was very small.	
2.3	JCP was asked to consider how the figures for distribution of performance ratings could be shared with the Senior Leadership Team and managers whilst maintaining necessary confidentiality, possibly by using a bar chart.	
2.4	It was agreed that communication with SLT and the wider organisation was important so that staff were aware of the bigger picture issues being faced by each directorate.	
2.5	<u>Action:</u> JCP to explore how to cascade performance management - end of year data while maintaining anonymity. Due 31/08/17.	JCP
2.6	Executive Team agreed that discussion about the performance management system should be included within the context of the pay review work and that consideration should be given to the declaration (diversity) process with a view to obtaining more representative figures.	
2.7	<u>Action:</u> JJ asked JCP to ensure that the Trade Unions were aware that Exec Team was not comfortable with the figures relating to ethnicity and part-time staff. Due 31/08/17	JCP
2.8	<u>Action:</u> JCP to discuss further performance management - end of year data with the Trade Unions. Due 31/08/17.	JCP
3.0	<u>Monthly ATR discussion</u>	

3.1	The Executive Team were requested to consider a Business as Usual Authority to Recruit (ATR) request. No Developing our Future Workforce ATRs were submitted this month.	
3.2	CORE1 – Associate Director, Government Audience – for discussion.	
3.3	JCP advised that this post had not been budgeted for.	
3.4	JJ advised that it had been through the evaluation process and, although dependant on whom the successful candidate might be, it was likely that it would be cost neutral.	
3.5	The Executive Team approved the request.	
3.6	The Executive Team agreed that ATRs could be submitted for consideration outside of the agreed monthly review timetable. Directors needed to scrutinise the request in the first instance and there needed to be a demonstrable urgent need for approval.	
4.0	<u>GSI – discussion</u>	
4.1	The Executive Team discussed issues around PSN and GSi.	
5.0	<u>July Financials</u>	
5.1	The Executive Team was asked to note the July management accounts.	
5.2	SM advised that net spend is marginally above the 3+9 forecast. The HFA highlighted the variances that contributed to the current position.	
5.3	<u>Action:</u> The Executive Team asked the HFA to provide clarification as to whether the planned 1% increase in staff pay had been accounted for in the 3+9 forecast. Due 23/08/17.	HFA
5.4	<u>Action:</u> PD to check with JCP on the level and effect of retrospective issues around the running of the new Civil Service compensation scheme. Due 23/08/17.	PD
5.5	JS commented that the financial situation was far tighter than in previous years.	
5.6	The Executive Team noted the July management accounts.	
6.0	<u>Strategic Risk Register (SRR)</u>	
6.1	The Executive Team was asked to review the SRR.	
6.2	The Executive Team reviewed the SRR and a number of changes were requested.	
6.3	PD advised that he would be meeting with individual directors to finalise the text ahead of review at Audit and Risk and Board.	
6.4	<u>Action:</u> PD to bring back to the Executive Team after consulting directors on text. Due 30/08/17.	PD

7.0	<u>Any Other Business</u>	
7.1	PD advised the next Future Engage session was planned for September. It was agreed that these continued to be a hugely productive tool for the SLT.	
7.2	<u>Action:</u> JJ requested a briefing note on a joint microfilm copying project with the National Archives of Australia. Due 18/08/17.	COS
7.3	There being no other business the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 23 August 2017

Attendees:

John Sheridan (JS - Chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Val Johnson (VJ)	TNA	Lucy Fletcher (LF)	TNA
Paul Davies (PD)	TNA	Mark Newman (MN)	TNA
Caroline Ottaway-Searle (COS)	TNA	Estates Operations Manager (EOM)	TNA
		Corporate Performance & Transparency Manager (CPTM)	TNA
		Corporate Performance Manager (CPM)	TNA
		Tom Gregan (TG)	TNA
		Resource Access & Advice Programme Manager (RAAPM)	TNA
		Trish Humphries (TH)	TNA
		PA to Director of Public Engagement (PADPE)	TNA
		Digital and Marketing Officer (DMO)	TNA
		Head of Public History (HPH)	TNA

Apologies: Jeff James (JJ), Neil Curtis (NC)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No declarations of interest were declared.	
1.2	The minutes of the previous meeting held on 16 August 2017 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed.	
2.0	<u>Electrical Consumption</u>	

<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p> <p>2.7</p> <p>2.8</p> <p>2.9</p> <p>2.10</p>	<p>Since the introduction of the greening government commitments (GGC) in 2009 (baseline year), The National Archives has reduced energy consumption from the baseline year by 57%, our carbon emissions by 64% and the resultant cost of utilities by 49%. The first quarter of 2017 has seen an increase in consumption and cost.</p> <p>The Executive Team was asked to support increased engagement across the organisation to promote behavioural change and awareness to reduce electrical consumption. Also to approve TNA's move toward an energy management approach which embeds sustainability and corporate responsibility into its business processes in support of our environmental policy.</p> <p>The EOM advised that there was no evidence that the increase in events held onsite had led to the increase in consumption.</p> <p>VJ asked if there were any reasons behind the increase as this would then point towards remedial action(s).</p> <p>MS advised that there might be issues around equipment being left on overnight.</p> <p>PD noted that The National Archives had not had any major 'turn it off' campaign to reduce wasteful use of electricity.</p> <p>JS said that what staff required was clarity of what they needed to do, in terms of switching off equipment after meetings and particularly at the end of the day. The numerous configurations of lighting and equipment in different areas of the building could lead to confusion as to what needed to be done.</p> <p>PD stated that we should be pleased with the efforts already made but we now also needed to ask staff for help in continuing the good work.</p> <p>COS suggested that a return of a green themed day might be a useful launch pad.</p> <p>The Executive Team supported increased engagement across the organisation to reduce electrical consumption and approved the move toward an energy management approach which embeds sustainability and corporate responsibility.</p>	
<p>3.0</p> <p>3.1</p> <p>3.2</p> <p>3.3</p>	<p><u>Dashboard – July</u></p> <p>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 be necessary.</p> <p>The Executive Team was asked to note the Corporate Dashboard for the month of July 2017.</p> <p>The CPTM advised that for the first time Annual Working Days Lost through sickness absence has gone above 5 days since May 2015.</p>	

3.4	<u>Action:</u> PD to speak to JCP to facilitate Directors being provided with data on sickness and information on the distribution across the organisation and in directorates. Due 31/08/17	PD
3.5	VJ noted the high staff turnover metric, relative to previous years.	
3.6	<u>Action:</u> The CPTM to provide additional data on the components of and distribution of the staff turnover metric. Due 24/09/17.	CPTM
3.7	The Executive Team approved the Documents delivered onsite trend metric to remain on for further discussion at the next Dashboard review.	
3.8	PD enquired as to whether or not there was still a desire to produce a cost per transaction metric?	
3.9	JS advised that a cost per transaction figure would be very useful.	
3.10	The Executive Team noted that the production of such a figure would require some work.	
3.11	<u>Action:</u> PD to discuss the production of a cost per transaction figure with the Head of Finance and the Head of Financial Accounting. Due 31/08/18	PD
4.0	<u>Document Service Department – Staffing</u>	
4.1	The Executive Team are asked to note the current challenges surrounding DSD staffing, to acknowledge the initiatives DSD are developing in order to overcome these challenges, and to ensure the department can meet its Developing our Future Workforce savings target, whilst continuing to offer services to our customers that meet their ongoing needs and expectations.	
4.2	TG took the Executive Team through some of the efficiencies already made as well as current and future challenges.	
4.3	COS noted the positive message that needed to be highlighted around the increase in the number of records that readers can now order in advance and have access to immediately upon arrival in the reading room.	
4.4	The Executive Team noted the difficult challenges DSD faced and fully supported all the work being done during this period of change.	
5.0	<u>Q1 40th Anniversary Reception</u>	
5.1	The National Archives / Public Record Office will have been at Kew for 40 years in November. To mark this occasion an evening reception is proposed on the 15 November. Executive Team was asked for comments and questions on the plans for this proposed event set out in the accompanying paper.	
5.2	COS said that this was an opportunity to launch the new event space, celebrate the last 40 years whilst looking forward to a new exciting next 40 years.	

5.3	<u>Action:</u> PD and COS to explore funding options. Due 31/08/17	
5.4	The Executive Team approved plans for a reception for stakeholders noting the need for the scale to fit the available resource and for something to be arranged seperately for staff.	PD / COS
6.0	<u>Archives at Night / What's On</u>	
6.1	A key goal for our public programming is to reach out to new audiences and challenge preconceptions about archives as cultural destinations.	
6.2	<i>Archives at Night: Cabinet of Curiosities</i> marks The National Archives' fifth Archives at Night venture. The event takes place as part of the nationwide 'Museums at Night' campaign (museumsatnight.org.uk) and aims to pull in new audiences with a late-night opening and an exciting programme of activity.	
6.3	The Executive Team were asked to note the plans set out in the accompanying paper.	
6.4	The HPH updated the Executive Team on some of the key feedback received from previous events and on some of the documents that were planned for use at the upcoming event.	
6.5	The DMO advised that the volunteer base from staff was still good and strong.	
6.6	JS advised that he looked forward to seeing how the <i>Cabinet of Curiosities</i> physically manifested itself in The National Archives.	
6.7	The Executive Team noted the exciting plans.	
7.0	<u>Any Other Business</u>	
7.1	COS updated the Executive Team on the planned User Advisory Group induction day.	
7.2	The Executive Team discussed plans to change the format of the Board pre meet notes.	
7.3	<u>There being no other business the meeting was brought to a close.</u>	

Title: Executive Team Meeting

Date of Meeting: 30 August 2017

Attendees:

John Sheridan (JS - Chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Paul Davies (PD)	TNA	Lucy Fletcher (LF)	TNA
Caroline Ottaway-Searle (COS)	TNA	Jane Craigie-Payne (JCP)	TNA
		HR Manager - Organisational Development (HROD)	TNA
		Isobel Hunter (IH)	TNA
		Head of Programmes and Policy (HPP)	TNA
		Strategic Engagement Manager (SEM)	TNA
		Management Accountant (MA)	TNA

Apologies: Jeff James (JJ), Neil Curtis (NC), Val Johnson (VJ)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No declarations of interest were declared.	
1.2	The minutes of the previous meeting held on 23 August 2017 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed.	
2.0	<u>Investors in People (IIP) Accreditation</u>	
2.1	JCP and the HROD led a discussion about whether we should seek IIP reassessment in September 2017.	
3.0	<u>Bridging the Digital Gap bid: round 2</u>	
3.1	Transforming Archives: Bridging the Digital Gap is a project which is applying for funding under HLF's Skills for the Future programme which helps organisations deliver paid training placements to meet skills shortages in the heritage sector and to help diversify the workforce. We received a phase 1 Heritage Lottery Fund (HLF) pass in February 2017 which allowed us to embark on a project development phase. We are now applying for funding for the delivery phase.	
3.2	The Executive Team was asked to note an update on our Phase 2 application, the Executive Team's views on the name of the traineeships was sought.	
3.3	The HPP advised that the deadline for submission was 7 September 2017 and we were confident that the application would give us every chance of gaining the funding.	
3.4	JS advised that there are many paths for digital archivists, one through having digital skills with elements of archiving added in, the other through having archival skills and	

<p>3.5</p> <p>3.6</p> <p>3.7</p>	<p>adding the digital element. The pitch made in the recruitment exercise is important and can, if done well, help deliver the right applicants.</p> <p>JS advised that he was hugely supportive of plans. The vocational aspects of these traineeships should provide a wonderful opportunity to learn the digital skills needed through practice and by dealing with real situations rather than through the academic route.</p> <p>The MA outlined some of the issues around the tax arrangements of the potential trainees.</p> <p>The Executive Team noted the update and supported plans.</p>	
<p>4.0</p> <p>4.1</p>	<p><u>Any Other Business</u></p> <p>There being no other business the meeting was brought to a close.</p>	