

**Title:** Executive Team Meeting

**Date of Meeting:** 4 July 2017

**Location:** The Blue Room

**Attendees:**

John Sheridan (JS – Chair items 1, 2 and 4)	TNA	Patrick Mallett (PJM - minutes)	TNA
Jeff James (JJ – Chair item 3)	TNA	Lucy Fletcher (LF)	TNA
Neil Curtis (NC)	TNA	Jane Craigie-Payne (JCP)	TNA
Caroline Ottaway-Searle (COS)	TNA	HR Manager - Systems & Operations (HRMS)	TNA
John Sheridan (JS)	TNA	HR Manager - Organisational Development (HRMO)	TNA
Paul Davies (PD)	TNA	Juan Novoa (JN)	QCG
Val Johnson (VJ)	TNA	Nadia Velichkova (NV)	QCG
		Matt Bell (MB)	TNA
		Strategy and Development Manager (SDM)	TNA

**Apologies: None**

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on 19 June 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<b><u>Pay Project</u></b>	
2.1	The Executive Team was asked to discuss the outline of proposed recommendations by QCG (an HR consultancy) looking at improving our pay structure.	
2.2	JCP explained that work had been ongoing since April 2017. These were outline only and there was no detailed financial modelling included.	
2.3	JN advised that support was sought for the direction of travel.	
2.4	JN advised that the job evaluation process works well overall, with some tweaks to job evaluation governance proposed.	
2.5	JN stated that the band system that we followed had been tested and was sound.	
2.6	JN explained that the next steps, subject to the Executive Team approval, would be to	

<p>2.7</p> <p>2.8</p>	<p>model plans with financials and provide information on key decision points and rules.</p> <p>JN stated that the work done had not looked at performance management.</p> <p><b>The Executive Team noted and approved the next steps.</b></p>	
<p>3.0</p> <p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p> <p>3.7</p> <p>3.8</p> <p>3.9</p>	<p><b><u>Publishing of retained European Legislation</u></b></p> <p>The Executive Team was updated on issues around implications of the UK leaving the EU for The National Archives, in particular on the work of the Legislation Services team.</p> <p>COS noted that there were many complex issues and we needed to think about who needs to be made aware of this work and what would be the best way to share our goals and aims with stakeholders.</p> <p>MB advised that he would be on the project oversight group.</p> <p>JJ said that he had priorities one of which was to deliver this project.</p> <p>JJ said that LF had been asked to consider the appropriate assurances in relation to this project.</p> <p><u>Action:</u> JJ to review the summary of our offer to DexEU ahead of submission. Due 19/07/17</p> <p><u>Action:</u> MB to arrange for JJ to join the internal steering group subject to LF's advice, NC also to be a panel member. Due 17/07/17</p> <p>JJ said that MB and his team would be given full support with this critical project.</p> <p><b>The Executive Team approved the proposals set out in the paper.</b></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p>JJ</p> <p>MB</p> <p></p>
<p>4.0</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p>	<p><b><u>Any Other Business</u></b></p> <p>The Executive Team discussed issues around high volume downloading using our free public WIFI.</p> <p><u>Action:</u> PD to check our WIFI terms and conditions of use to see if it stipulates what fair usage would be.</p> <p>The Executive Team noted the impact on any potential pay increase.</p> <p><b>There being no other business the meeting was brought to a close.</b></p>	<p></p> <p></p> <p>PD</p> <p></p>

**Title:** Executive Team Meeting

**Date of Meeting:** 12 July 2017

**Location:** The Blue Room

**Attendees:**

Jeff James (JJ – Chair )	TNA	Kristen Dilworth (KD - minutes)	TNA
Paul Davies (PD)	TNA	Lucy Fletcher (LF)	TNA
Neil Curtis (NC)	TNA	Pauline Moore (PM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Corporate Performance Manager (CPM)	TNA
John Sheridan (JS)	TNA	Sam Whaley (SW)	TNA
Val Johnson (VJ)	TNA	Patrick Mallett (PJM)	TNA
		Partnership and Programme Manager (PPM)	TNA
		Rachael Corver (RC)	TNA
		Academic Programmes Manager (APM)	TNA
		Matt Greenhall (MG)	TNA
		Senior Project and Business Change Manager (SPBCM)	TNA
		Malcolm Todd (MT)	TNA

**Apologies: None**

		<b>Action</b>
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on 4 July 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<b><u>June Financial Report</u></b>	
2.1	The Executive Team was asked to note the June Management Accounts.	
2.2	NC summarised the June Management Accounts noting that we are ahead on income due to Licensing and Gazettes.	
2.3	<u>Action:</u> PD to investigate the project timings and deduce the earliest possible start date for the work. Due Mid August	
2.4	JJ stated that a future funding bid will be on a smaller scale and it is unlikely that these works would form part of any bid.	
2.5	PD stated that the roof works are tied to the window replacement scheme as we will utilise the same scaffolding. This will ideally straddle financial years. Given where we are in the current year, it is unlikely that we could complete the roof repairs by year	

	end and will need to defer at least part of the spend.	
2.6	<b>The Executive Team noted the June Management Accounts</b>	
3.0	<b><u>Business Priorities Report</u></b>	
3.1	The Executive Team was asked to review, amend and approve Q1 updates to business priorities and the Q1 summary report for the Board	
3.2	JJ noted that any references to IPS need to be removed.	
3.3	PD stated that he has changed IPS to the CEO's office.	
3.4	JJ highlighted the new go-live date for the new legislation service is July 2018, which needs to be reflected in the Board summary paper.	
3.5	JJ said we should flag concerns on the legislation drafting tool.	
3.6	<b>The Executive Team approved the Business Priorities Report 2017-18 subject to a few minor amendments.</b>	
4.0	<b><u>Executive Team - Terms of Reference</u></b>	
4.1	The Executive Team was asked to review and approve its terms of reference.	
4.2	SW explained that the review takes place annually.	
4.3	JJ stated that a section should be added which explains that this document describes the statutory and non-statutory duties and responsibilities of the Chief Executive and Keeper and the governance structure of The National Archives.	
4.4	JJ suggested including a link to the Public Task in the same section.	
4.5	JJ questioned if the rotation of the chair was working or was it having an impact on decision making?	
4.6	PD stated that all of the Executive Team should take a turn at chairing before deciding if there should be any amendments to the Terms of Reference.	
4.7	NC questioned if it should be the case that the Corporate Secretary 'agrees' the agenda for each meeting.	
4.8	JJ suggested changing the wording to coordinating the agenda.	
4.9	<b>Action:</b> SW will bring back the revised Executive Team's Terms of Reference for sign off. Due 26/07/17	SW
5.0	<b><u>First World War Strategy</u></b>	
5.1	RC and the PPM presented the proposal for the last phase of our FWW100 commemorations.	

<p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p> <p>5.8</p> <p>5.9</p> <p>5.10</p> <p>5.11</p> <p>5.12</p>	<p>RC proposed reducing the FWW programming until Autumn 2018 to allow greater focus on research and preparation for the proposed activities to mark the end of the conflict.</p> <p>RC said the objective was to end the programme on a strong note with an impactful set of activities which would attract a large number of people to The National Archives from diverse communities.</p> <p>JJ stated that he likes the idea of ‘100 stories’, but it could be a massive undertaking. JJ asked if this could be something we deliver with the sector to share the burden and also do some records linkage.</p> <p>JJ questioned if the plans are covered by existing resources.</p> <p>RC confirmed this was the case.</p> <p>RC stated we are hoping to use the external Q1 banner for the duration of the campaign.</p> <p>JJ asked for an update on the status of the banners.</p> <p>RC said designers are working on plans for the two banners. One would promote the family programme for the year and the other would represent our 40<sup>th</sup> Anniversary.</p> <p>RC expressed the desire to use the banners on a permanent basis.</p> <p>JJ suggested having a discussion with the local authority about a permanent arrangement.</p> <p><b>The Executive Team agreed in principle to the proposal</b></p>	
<p>6.0</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p>	<p><b><u>Creation of a Research Fellowship Scheme</u></b></p> <p>The Executive Team were asked to note that the Academic Engagement Team will be making a formal application to the Friends of The National Archives to fund a six-month postdoctoral research fellowship.</p> <p>The APM explained that following a trial fellowship in 2016, funded by the Friends, The National Archives made a corporate commitment in the Academic Engagement and Research Roadmap to undertake a feasibility study to examine the establishment of a Research Fellowship scheme to embed external researchers within The National Archives.</p> <p>The APM stated the Academic Engagement Team have done some extensive benchmarking research to find out about research fellowships elsewhere.</p> <p>The APM noted that initial conversations with the Friends indicate that they would be willing to offer up to £15,000 to fund a six-month fellowship. EJ said we will be applying for funding in September 2017, subject to their approval.</p>	

6.5	NC questioned if National Insurance is deducted from the £15k.	
6.6	The APM replied that the £15k includes all costs.	
6.7	The APM said that she is exploring postdoctoral funding by other means and is looking for other funders.	
6.8	JJ asked how does this fit with the Editors?	
6.9	COS said she would speak to Emma Markiewicz.	
6.10	<u>Action:</u> COS to speak to the Head of Collections Expertise and Engagement regarding Editors and the creation of a Research Fellowship Scheme. Due 26/07/17	COS
6.11	<b>The Executive Team approved the fellowship</b>	
7.0	<b><u>Research Libraries UK &amp; Jisc</u></b>	
7.1	The Executive Team were asked to review and approve our renewed relationship with Research Libraries UK (RLUK) as defined by a revised Memorandum of Understanding (MOU) and a new action plan of joint activities to occur between 2017 and 2020.	
7.2	MG presented the MOU for RLUK which was accompanied by an action plan to ensure there are tangible outcomes from the relationship.	
7.3	MG highlighted our need to develop strategic partnerships with key stakeholders that enhance our research capacity and reputation and give us a greater reach in the sector.	
7.4	MG stated that the renewed MOU will deepen the relationship between The National Archives and the RLUK membership.	
7.5	MG explained that it will be resourced by a joint research fund, at least £20,000 which will provide the necessary financial support for the creation of a Professional Fellowship scheme between the two organisations and enable research to be jointly commissioned.	
7.6	The Executive Team was asked to review and approve the creation of a formal relationship between The National Archives and Jisc as defined by a Memorandum of Understanding and also a new action plan of joint activities to occur between 2017 and 2019.	
7.7	MG noted that the MOU is the first formal agreement of this type with Jisc.	
7.8	MG said the MOU will represent a major development in our relations and will see TNA and Jisc working together, for example, on resource discovery and research.	
7.9	MG stated there is a potential to triangulate relations with RLUK and Jisc.	
7.10	PD asked about the status of the RLUK and Jisc relationship.	

<p>7.11</p> <p>7.12</p> <p>7.13</p>	<p>MG replied that they have a good relationship and work well together.</p> <p>MG explained that the relationship between The National Archives and Jisc is supported by a joint research fund consisting of a minimum of £25,000, which will provide the necessary financial support for the commissioning of joint research and skills workshops.</p> <p><b>The Executive Team approved both MOU's and action plans.</b></p>	
<p>8.0</p> <p>8.1</p> <p>8.2</p> <p>8.3</p> <p>8.4</p> <p>8.5</p> <p>8.6</p> <p>8.7</p>	<p><b><u>Heritage Lottery Fund (HLF)</u></b></p> <p>The Executive Team were asked to agree in principle to submit a revised bid for a phase of the <i>Archives Inspire</i> project to HLF this year.</p> <p>COS explained that part of the feedback we have received suggests phasing the original bid and submitting a smaller grant request to HLF.</p> <p>The SPBCM stated that they plan to speak to HLF about the next steps after receiving Exec Team approval.</p> <p>NC asked if we would need to backfill the Project Development post.</p> <p>COS said it would depend on whom the successful candidate would be, but in theory yes.</p> <p>COS stated we will continue to work towards setting up a charitable vehicle, and seeking specialist support to help with this.</p> <p><b>The Executive Team were in full support of another bid subject to the 3 + 9 forecast and affordability.</b></p>	
<p>9.0</p> <p>9.1</p> <p>9.2</p> <p>9.3</p> <p>9.4</p> <p>9.5</p> <p>9.6</p>	<p><b><u>AOB / Diary Review</u></b></p> <p>Directors discussed forthcoming diary engagements.</p> <p>LF stated that we have received confirmation that the annual report has been signed off by The National Audit Office and will be laid on Tuesday.</p> <p>The Executive Team congratulated the team for all their hard work.</p> <p>MT joined the meeting, MT stated that he had a meeting last week with the Head of Access Policy and Legislation at the Office for National Statistics, who extended an invitation for a National Archives representative to sit on the accreditation panel for the Statistics Board Code of Practice to be issued later this year under Section 70 of the Digital Economy Act 2017.</p> <p><u>Action:</u> MT to request expressions of interest.</p> <p>JJ suggested we draft something and offer it to Senior Leadership Team staff that have the skills and appetite to do it.</p>	<p>MT</p>

9.7	<b>There being no other business the meeting was brought to a close.</b>	
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**Title:** Executive Team Meeting

**Date of Meeting:** 26 July 2017

**Location:** The Blue Room

**Attendees:**

Val Johnson (VJ-Chair)	TNA	Trish Humphries (TH – minutes)	TNA
Jeff James (JJ )	TNA	Pauline Moore (PM)	TNA
Paul Davies (PD)	TNA	Sam Whaley (SW)	TNA
Neil Curtis (NC)	TNA	Jane Craigie-Payne (JCP)	TNA
Caroline Ottaway-Searle (COS)	TNA	Senior Project and Business Change Manager (SPBCM)	TNA
John Sheridan (JS)	TNA	Marketing Manager (MM)	TNA

**Apologies: None**

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on 12 July 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<b><u>3+9 Forecast / ATR Review</u></b>	
2.1	NC presented the 3+9 forecast for consideration. Executive Team discussed in detail how a challenging financial context might be addressed in order to enable us both to achieve a balanced budget whilst retaining our ambition.	
2.2	It was noted that a number of issues had contributed to the situation and these were considered individually.	
2.3	ATR:  Executive Team was asked to consider the following authority to recruit requests:	

	<p>BAU –          CORE 1- Defer to January 2018          CORE 2 – Approved          CORE 3 – Approved          CORE 4 – Consider changing to apprenticeship          CORE 5 – Approved          CORE 6 – Approved          CORE 7 – Defer          CORE 8 – Approved          CORE 9 – Defer, subject to recruitment. Consider internal secondment or apprenticeship</p> <p>DOFW –          Post 1- Approved          Post 2 – Approved          Post 3 – Approved</p> <p>Additional posts:</p> <p>20 – Defer to next year          22 – Defer to January          23 – Defer to year end          24 – Defer to January          25 – Defer to January          26 – Review          27 – Review          28 – Review          29 – Defer          33 – Defer to 2018          34 – Defer to 2018</p>	
2.4	It was agreed that PM and JCP revise the costings, and feed these into the revised 3+9.	
2.5	Executive Team agreed that the Board and Senior Leadership Team should be aware of the tough financial context that we are facing. A high level, but realistic briefing would be prepared once the revised 3+9 forecast was agreed.	
2.6	Taking into account decisions made during the discussion, NC and Finance will prepare a revised 3+9 forecast, and bring it back to ET next week	
2.7	<u>Action:</u> NC and PM to revise the 3+9 forecast for submission to the next meeting 01/08/17	NC / PM
3.0	<p><b><u>June Dashboard</u></b></p> <p>Deferred to next meeting.</p>	
4.0	<p><b><u>Persistent Enquirers Policy</u></b></p> <p>To be considered offline.</p>	

5.0	<p><b><u>Equality and Diversity Policy</u></b></p> <p>To be considered following the Policy review Group meeting.</p>	
6.0	<p><b><u>HLF Plans</u></b></p>	
6.1	<p>COS advised that following the major grant decision and feedback from HLF on our grant application, consideration had been given to phasing the project into smaller parcels of work. Work has been done to scope the next phases ahead of a bid to HLF or other funders.</p>	
6.2	<p>Executive Team was asked to consider two of the phases and provide feedback about each before a decision was made on which should be submitted.</p>	
6.3	<p>Executive Team noted the proposals, and gave some initial feedback.</p>	
7.0	<p><b><u>Any Other Business/Diary Review</u></b></p>	
7.1	<p>Directors discussed forthcoming diary engagements.</p>	
7.2	<p>There being no further business, the meeting was closed.</p>	