

Title: Executive Team Meeting

Date of Meeting: 7 March 2018

Attendees:

Jeff James (JJ - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Paul Davies (PD)	TNA	Sam Whaley (SW)	TNA
Neil Curtis (NC)	TNA	Pauline Moore (PM)	TNA
Caroline Ottaway–Searle (COS)	TNA	Jane Craigie – Payne (JCP)	TNA
Lucy Fletcher (LF)	TNA	Kostas Ntanos (KT)	TNA
Val Johnson (VJ)	TNA	Preservation Development Officer (PDO)	TNA
John Sheridan (JS)	TNA		

Apologies: None

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	The minutes of the previous meeting held on 28 February 2018 were reviewed and approved subject to minor amendments.	
1.2	There were no conflicts of interest declared.	
2.0	<u>Budget 2018-19</u>	
2.1	Executive Team was asked to review, comment on and approve the draft Budget 2018-19. This was ahead of Board approval being sought on Thursday 22 March.	
2.2	PM stated that the proposed budget gives a balanced position over the medium term.	
2.3	PM took Executive Team through the key assumptions in the draft budget.	
2.4	Executive Team agreed a reasonable provision for Public Programming and noted the need for funding to be found for programming in future years.	
2.5	JJ suggested that savings on utility costs should be sought.	
2.6	<u>Action:</u> The Head of Procurement to investigate the possibility of finding savings on utility costs. Due 30/03/18	

2.7	JJ noted that the narrative to the Board needed to make clear we had thoroughly examined non-staffing costs, contracts and income. This would achieve approximately two thirds of the original DoFW posts with reasonable levels of risk.	
3.0	<u>Business Priorities 2018-19</u>	
3.1	The Executive Team was asked to review and approve draft Business Priorities for 2018-19 ahead of planned review and agreement at the March Board.	
3.2	The Executive Team discussed the priorities and suggested a number of minor changes.	
3.3	JJ noted that the success of the new events space was not to be judged entirely on commercial performance.	
3.4	JJ said that we needed to make it clear that we were aiming to maximise income in order to deliver that set out in Archives Inspire, for both new <u>and</u> existing customers.	
3.5	Executive Team approved the draft Business Priorities 2018-19.	
4.0	<u>Collection Care - Conservation Documentation Database</u>	
4.1	Executive Team was asked to note the paper and presentation on the Conservation Documentation Database.	
4.2	KN and the PDO presented on how the cloud based solution was developed and the benefits that it gave over previous systems and demonstrated how it operated.	
4.3	KN noted that the chosen provider (after a full procurement exercise) of this bespoke solution, Nagoda had been extremely helpful and had made all the suggested tweaks that were required.	
4.4	JJ said that the database looked hugely impressive and would clearly make the important job of documenting conservation work far more effectively.	
4.5	Executive Team noted the presentation.	
5.0	<u>AOB / Diary Review</u>	
5.1	<u>Corporate solutions</u> – NC noted that the Conservation Documentation Database item was an example of where we may wish to seek solutions in a more holistic way across the entire organisation rather than in a piecemeal fashion.	
5.2	<u>Culture is Digital</u> – JJ advised that he planned to tweet support for the initiative as a lead partner.	
5.3	<u>Domesday</u> – SL noted that we had worked well with the BL on the announcement of the Domesday loan.	
5.4	<u>Reclosure Panel</u> – Executive Team noted the decisions of Reclosure Panel 4 2017	

5.5	There being no other business the meeting was brought to a close.	
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Title: Executive Team Meeting

Date of Meeting: 14 March 2018

Attendees:

Caroline Ottaway–Searle (COS - Chair)	TNA	Kristen Dilworth (KD – minutes)	TNA
Paul Davies (PD)	TNA	Academic Engagement Manager (AEM)	TNA
Neil Curtis (NC)	TNA	Senior Conservation Manager - Public and Academic Engagement (SCM)	TNA
Lucy Fletcher (LF)	TNA	Corporate Performance Manager (CPM)	TNA
Val Johnson (VJ)	TNA	Corporate Performance and Transparency Manager (CPTM)	TNA
John Sheridan (JS)	TNA	Mark Newman (MN)	TNA
	TNA	Darren Austin (DA)	TNA
		Pauline Moore (PM)	TNA

Apologies: Jeff James (JJ)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	The minutes of the previous meeting held on 7 March 2018 were reviewed and approved subject to minor amendments.	
1.2	There were no conflicts of interest declared.	
2.0	<u>Academic group visit - Policy</u>	
2.1	The Executive Team was asked to make a decision on whether to charge for student visits from higher education institutions, and if so to give approval to the proposed policy.	
2.2	The AEM explained that two years ago, Collections Expertise and Engagement made the decision to charge for visits from groups of postgraduate students, which had previously been offered free of charge. This was in part to recognise the value of the high quality of the sessions being offered and to make such requests manageable within staff resources.	
2.3	NC asked for clarification on who has responsibility for the undergraduate students.	

<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>The AEM stated that Research and Academic Engagement administrate requests at present, and then Collections Expertise and Engagement run the visits.</p> <p>NC advised that this needs to be articulated more clearly in the policy.</p> <p>JS inquired how many visits we see each year.</p> <p>The AEM said we do not have the data so far but would estimate between 20 – 50 visits a year.</p> <p>VJ advised doing a data analysis and to keep a record of who accepts and who doesn't</p> <p>The Executive Team agreed this could go forward subject to more work to be done on the objectives.</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><u>Cellulose acetate film</u></p> <p>The Executive Team was asked to consider the issues involved in caring for degrading film collections at The National Archives, and agree the formation of a cross-departmental team to investigate their quantity, condition and care needs. This team would then present a series of options for their long-term preservation including associated costs to the Executive Team.</p> <p>The SCM explained that The National Archives has a film collection that includes both microfilm and a large number of loose negatives, mixed with paper records in files and books. The majority of film found in our collection is cellulose nitrate or cellulose acetate, both of which become extremely acidic as they age and have much shorter lifespans than paper and parchment records.</p> <p>The SCM stated the other problem is that we have accessioned files over time but people haven't observed or noted that we have films within these paper records, some are cellulose acetate and some are cellulose nitrate, the issue being where they are and what can we do about them.</p> <p>The SCM explained that Cellulose nitrate is potentially combustible. As the film degrades the image becomes silvered (a mirror-like sheen), yellowed then brown; the material will smell, become sticky, become brittle and finally turn into a fine brown powder. This can occur in as little as 50 years depending on the manufacturing processes and storage conditions. Cellulose acetate starts to smell before distorting, blistering, creasing and finally tearing. This can happen in as little as 50-80 years.</p> <p>VJ stated that as custodians of the Public Record, we need to be seen to be taking conscious decisions about preservation, even if only to minimise deterioration.</p> <p>The SCM said that over time Collection Care has paid some attention to documenting the film content of our collection, while Document Services have attempted to take action on the worst affected microfilm class, AIR 51. A previous plan to digitise AIR 51 microfilm was not taken forward because of difficulties with attaining the quality standards that The National Archives needed.</p>	

<p>3.7</p> <p>3.8</p> <p>3.10</p>	<p>The SCM advised that the solution to the long term preservation of these films will require input from multiple teams across The National Archives including Collection Care, Document Services, Cataloguing, Estates and Facilities, Digital Preservation and Systems Development. Each department will contribute towards a different part of the solution by addressing storage location, quantity and condition of the films, providing a significance assessment, methods for storage and digitisation, documentation and cataloguing, disposal, timescales and costs.</p> <p>NC declared he was supportive as long as the work was absorbed into BAU.</p> <p>The Executive Team approved the proposal.</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>4.6</p> <p>4.7</p> <p>4.8</p> <p>4.9</p> <p>4.10</p> <p>4.11</p> <p>4.12</p> <p>4.13</p>	<p><u>Management information within TNA Directorates</u></p> <p>The Executive Team was asked to note the summary of TNA metrics and answer the following questions:</p> <p><i>Are Directors clear about why this data is being collected within their areas? Does all of this information need to be collected?</i></p> <p><i>Are there any duplicates?</i></p> <p><i>Should any of this information be included within the Corporate Dashboard?</i></p> <p>PD recommended that Directors should discuss with their teams to answer the questions.</p> <p>PD stated that where information was going outside of The National Archives we need to understand where the information is going and to consult the CEO's Office if appropriate.</p> <p>Action: DH/IG to attend Caroline's senior team meeting to discuss Public data.</p> <p>Action: DH/IG to confirm source of any data appearing in a Directorate log that is not the source of the data and relocate.</p> <p><u>February Dashboard</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 February 2018.</p> <p>Executive Team noted the February Dashboard.</p> <p><u>Draft Dashboard for 2018-19</u></p>	<p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p>DH / IG</p> <p>DH / IG</p> <p></p> <p></p> <p></p> <p></p> <p></p>

4.14	The Executive Team was asked to review and approve the proposed draft Dashboard (including metrics for Records, Finance, Projects, Service Performance and HR) for 2018-19.	
4.15	JS agreed to drop 3-year comparisons of born digital, digitised and paper.	
4.16	Action: LF agreed to review/propose a new metric for the 20 Year Rule Programme	LF
4.17	Action: NC and COS agreed to review how we define ' <u>visitors</u> ' for the <i>Total Number of Visitors to Site</i> metric, and to agree exactly how this will be collected and measured	NC / COS
4.18	Action: PD and JCP agreed to review whether the ' <u>Staff Sickness</u> ' and ' <u>Staff Turnover</u> ' metrics should be recorded and presented on a quarterly basis, as part of the HR report to Exec Team	PD / JCP
4.19	<u>Accountability Statement</u>	
4.20	The Executive Team noted the accountability statements mid-year 2017-18 summary.	
5.0	<u>Catering Contract</u>	
5.1	The Executive Team was asked to review and discuss ongoing performance seven months into the contract with BaxterStorey.	
6.0	<u>February Financials</u>	
6.1	PM presented the February Financials to the Executive Team. End of year financial guidance has been published on Narnia.	
6.2	The final version of the 2018-19 budget report was then discussed briefly. PM confirmed this was the collation of discussions over the last 3 weeks at Executive Team meetings. NC advised Directors that the vacancy turnover provision has been distributed at Directorate level, Heads of Department would need to manage recruitment collectively. A Guidance Document outlining the detail of how this will work will be brought to the next Executive Team meeting.	
6.3	The Executive Team noted the February Management Accounts.	
7.0	<u>AOB / Diary Review</u>	
7.1	The Executive Team discussed and signed off the Equality Impact Assessment for the Voluntary Exit programme.	
7.2	Action: PD stated he would share with TUS.	PD
7.3	PD shared a paper regarding the 1939 Register, Executive Team discussed.	
7.4	There being no other business the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 22 March 2018

Attendees:

John Sheridan (JS - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Paul Davies (PD)	TNA	Sam Whaley (SW)	TNA
Neil Curtis (NC)	TNA	Pauline Moore (PM)	TNA
Caroline Ottaway–Searle (COS)	TNA	Jane Craigie – Payne (JCP)	TNA
Lucy Fletcher (LF)	TNA		
Val Johnson (VJ)	TNA		

Apologies: Jeff James (JJ)

		Action
1.0	<u>Declarations of interest</u>	
1.1	There were no conflicts of interest declared.	
2.0	<u>Authority to recruit (ATR) discussion</u>	
2.1	NC noted that from the beginning of the next financial year approval would be at Directorate level. Executive Team scrutiny would only be required if funding over and above the agreed budget was necessary.	
2.2	The Executive Team considered a number of ATRs presented for discussion.	
2.3	CORE 1 – IT Cost and Contracts Manager. Approved	
2.4	CORE 2 – Senior Business Systems Administrator. Approved	
2.5	CORE 3 – IT Service Support Analyst Apprentice. Approved	
2.6	CORE 4 – Access Manager. Approved.	
2.7	CORE 5 - Head of Private Office / Deputy Head of CEOs Office (Secondment). Approved.	
3.0	<u>AOB / Diary Review</u>	
3.1	Executive Team noted that next financial year staffing budgets were being devolved to directors and budget holders would be able to recruit to a post if a member of staff left, subject to approval by their director.	

3.2	There being no other business the meeting was brought to a close.	
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Title: Executive Team Meeting

Date of Meeting: 28 March 2018

Attendees:

Jeff James (JJ – Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Paul Davies (PD)	TNA	Sam Whaley (SW)	TNA
Caroline Ottaway–Searle (COS)	TNA	Government Relations Manager	TNA
Lucy Fletcher (LF)	TNA	Malcolm Todd (MT)	TNA
Val Johnson (VJ)	TNA	Head of the Standards and Improvement Team (HSIT)	TNA
John Sheridan (JS)	TNA	Head of Programmes and Policy (HPP)	TNA
	TNA	Isobel Hunter (IH)	TNA
		Jane Craigie–Payne (JCP)	TNA

Apologies: Neil Curtis (NC)

		Action
1.0	<u>Declarations of interest</u>	
1.1	There were no conflicts of interest declared.	
2.0	<u>Privately deposited collections</u>	
2.1	The Executive Team was asked to note an update.	
2.2	Executive Team noted the update and discussed the issues.	
3.0	<u>Catering Contract</u>	
3.1	Executive Team was asked to note an update.	
3.2	Executive Team noted the current position.	
4.1	<u>Archive Sector Development (ASD) fundraising Strategy</u>	

4.2	Executive Team was asked to approve Archive Sector Development's Fundraising Strategy, agree funding targets to support the priorities of Archives Unlocked and that the targets as set are appropriate for the scale of the work to be achieved. A steer was also sought on how this should fit at an organisational level.	
4.3	JJ stated that we needed to be clear that funding needed to be considered at an organisation, corporate level.	
4.4	The HPP explained that key to the success of previous funding bids was the ability to clearly demonstrate what needs to be funded and to also show that the funding would have a transformative effect.	
4.5	The HPP noted that one of the main challenges was the amount of time that was required to write good bids. With lower levels of funding available from HLF we need to secure new relationships that will lead to new funding sources.	
4.6	JS noted that due to its status the Foundation would be able to make certain bids that The National Archives itself would be excluded from making. We needed to lift up questions of funding to a strategic level and take a strategic view in order to maximise the chances of success for the organisation as a whole.	
4.7	JS noted the challenge and that it would take time for the Foundation to develop its goals, its strategy and then we needed to consider how we worked together	
4.8	JJ said that the Foundation would be independent and its trustees will have their own views.	
4.9	Executive Team supported the intentions behind the ASD strategy while noting that a corporate strategic approach to fundraising would be developed as the Foundation become established.	
4.10	Executive Team supported the positive work being done in ASD to raise funding and the departments input would be sought to feed into corporate strategic fundraising plans.	
5.1	<u>Draft Memorandum of Understanding (MoU)</u>	
5.2	Executive Team was asked to review and approve a planned MoU.	
5.3	Executive Team reviewed the draft MoU and a number of small alterations were suggested.	
5.4	Executive Team approved the MoU subject to a number of minor alterations being incorporated.	
5.5	<u>Action:</u> IH to make the requested alterations after consulting the CEO's office. Due 11/04/18	IH
6.0	<u>Talent discussion</u>	
6.1	Executive Team discussed talent in the organisation and future plans.	

7.0	<u>AOB / Diary Review</u>	
7.1	<u>Car parking</u> – PD updated the Executive Team on plans.	
7.2	<u>Learning and Development</u> – PD highlighted that recently attendance and timekeeping had been poor at a number of sessions. Directors were asked to cascade to teams the importance of attending training sessions as there is a cost involved.	
7.3	There being no other business the meeting was brought to a close.	