

**Title:** Executive Team Meeting

**Date of Meeting:** 3 May 2017

**Location:** Blue Room

**Attendees:**

Neil Curtis (NC - chair)	TNA	Kristen Dilworth (KD - minutes)	TNA
Caroline Ottaway-Searle (COS)	TNA	RSM Tenon Representative (RSMT)	RSM
Paul Davies (PD)	TNA	Corporate Performance and Transparency Manager (CPTN)	TNA
Val Johnson (VJ)	TNA	Lee Oliver (LMO)	TNA
John Sheridan (JS)	TNA	Corporate Programme Manger (CPM)	TNA
		Strategic Communications Manager (SCM)	TNA
		Darren Austin (DA)	TNA
		Matthew Bell (MB)	TNA

**Apologies:** Jeff James (JJ), Carol Tullo (CT)

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on 3 May 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed and updated.	
2.0	<b><u>RSM Progress Report and Annual Internal Audit Report 2016-17</u></b>	
2.1	The Executive Team were asked to note progress against the 2016-17 audit plan to date.	
2.2	The RSM Tenon representative took the Executive Team through the report.	
2.3	The RSM Tenon representative noted that the Cyber Security and Software Applications Follow Up would be ready for submission on 22 May.	
2.4	<u>Action</u> : NC asked the RSM Tenon representative for a fees column on the allocated days section.	RSM rep
2.5	<u>Action</u> : PD asked the RSM Tenon representative to send the follow up report to	RSM

	Directors.	rep
2.6	<b>The Executive Team noted the report</b>	
2.7	The Executive Team was asked to approve the Annual Internal Audit Report for 2016-17, for presentation to the Audit and Risk Committee on 16 May 2017.	
2.8	<u>Action:</u> PD asked the RSM Tenon representative to add the Executive lead under the HMG Health check category to the Operations Director.	RSM rep
2.9	<b>The Executive Team approved the report.</b>	
3.0	<b><u>Progress on completion of Internal Audit Recommendations</u></b>	
3.1	The Executive Team was asked to review the status of the attached internal audit recommendations update and discuss and approve any changes which need to be made to the update paper, prior to it being presented to the Audit & Risk Committee on 16 May.	
3.2	The Executive Team reviewed and discussed the report.	
3.3	The Executive Team noted that the Audit & Risk Committee will be asked to approve requests for extensions to 3 recommendations from the Accounting Officer Certificate Review outlined in the attached paper, in addition to the request that recommendation 1.1 from the Royalty Calculation Review be closed.	
3.4	The Executive Team noted that RSM has concurred with the request to close recommendation 1.1 from the Royalty Calculation Review.	
4.0	<b><u>Internal Audit Plan 2017-18</u></b>	
4.1	The Executive Team were asked to review the Internal Audit Plan for 2017-18.	
4.2	VJ asked the CPTM to change <i>Archives Inspire</i> to <i>Archives Unlocked</i> and stated that July was too early for the Audit to take place and she would speak to Isobel Hunter to arrange a more useful time.	
4.3	<u>Action:</u> VJ will inform the CPTM.	VJ
4.4	<u>Action:</u> PD will email his thoughts on timescales for Brexit and Developing our Future Workforce.	PD
5.0	<b><u>Public Space look around / venue management policy</u></b>	
5.1	The Executive Team was asked to approve the new Event Spaces Prioritisation Policy.	
5.2	LMO explained that the policy was intended to support and guide decisions on which spaces should be used for particular events, and to establish a prioritisation in the case of competing demands for the same space. LMO stated that the draft has been circulated to and commented on by the Readiness	

	for Service group and Public Engagement Heads of Department.	
5.3	LMO said the new space has provoked interest from event bookers from other government departments and highlighted the fact that the new space is chargeable. LMO said he will discuss charging rates with NC.	LMO
5.4	The Executive Team approved the policy subject to tweaks and recommended referral to HR and TUS and delegated the ultimate decision making to the Head of Venue Management & Services.	
5.5	The Executive Team was asked to note the progress with the new space including a visit to the site, and the initial run of bookings, and operational preparations.	
6.0	<b><u>Annual Report</u></b>	
6.1	The Executive Team was asked to review and provide comments on the current version of this year's annual report and accounts.	
6.2	Directors noted that any feedback needed to be in time to refine the report ahead of the Board meeting on 16 May.	
6.3	PD raised the additional report 'Accounting Officer Systems' statement which is being published alongside the annual report.	
6.4	<b>The Executive Team congratulated CA and the team on their efforts.</b>	
7.0	<b><u>Legislation Evaluation</u></b>	
7.1	DA and MB presented the paper and asked the Executive Team to agree the approach for evaluating tenders for legislation services.	
7.2	MB explained that the legislation contract needs to be retendered and the aim is to publish detailed requirements on 2 June.	
7.3	JS, MB and DA talked through how bids will be evaluated and explained there is a cost for contracting for the service, which we are obliged to deliver, and a cost to government. Context was given that increasing legislation is likely to occur going forward at the same time as a need to reduce costs.	
7.4	<b>The Executive team agreed the approach for evaluating tenders for legislation services.</b>	
8.0	<b><u>Procurement Threshold</u></b>	
8.1	The Executive Team was asked to note and approve the proposed changes to the procurement policies which are raising the threshold for competitive tendering from £5,000 to £10,000 and remove the requirement for the Procurement and Contract Management team to approve any purchase orders with a value below £10,000.	
8.2	DA explained that the proposed changes would align us with the Public Contracts Regulations 2015 and give managers more responsibility, freeing up resource for the	

	procurement team.	
8.3	DA highlighted that this was driven by the Culture Workstream programme.	
8.4	<b>The Executive Team approved the proposal subject to approval from the Audit and Risk Committee.</b>	
9.0	<b><u>Developing our Future Workforce (DOFW)</u></b>	
9.1	The Executive Team was asked to note the update.	
9.2	PD stated that the list of prioritised posts has been published and is available on Narnia.	
9.3	PD explained the Developing our Future Workforce team are looking to share the lists for years 2 and 3.	
9.4	JS said although we have listed the roles by their proposed start dates, recruitment is never an exact science so this is likely to flex and change.	
9.5	PD said the Developing our Future Workforce team are going to re-focus on recommendations from the Resource Realignment Project and monitor progress and delivery and will also continue to support the Culture Workstream project.	
9.6	<b>The Executive Team noted the update.</b>	
10.0	<b><u>Any Other Business</u></b>	
10.1	Directors discussed forthcoming diary engagements.	
10.2	NC stated there will be scrutiny about retrospective POs, a quarterly review will be carried out by NC with DA.	
10.3	JS said the Head of Digital Archiving has been appointed.	
10.4	<b><u>There being no other business the meeting was brought to a close.</u></b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 10 May 2017

**Location:** Blue Room

**Attendees:**

Jeff James (JJ – chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Neil Curtis (NC)	TNA	Lucy Fletcher (LF)	TNA

Val Johnson (VJ)	TNA	Rachael Corver (RC)	TNA
Caroline Ottaway-Searle (COS)	TNA	Marketing Manager (MM)	TNA
Paul Davies (PD)	TNA	Model Citizens Representative 1 (MCR1)	Model Citizens
		Model Citizens Representative 2 (MCR2)	Model Citizens
		Sam Whaley (SW)	TNA
		Jane Craigie-Payne (JCP)	TNA
		Pauline Moore (PM)	TNA

**Apologies:** Carol Tullo (CT), John Sheridan (JS)

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on 3 May 2017 were reviewed and approved subject to minor amendments.	
1.2	The actions log was reviewed.	
2.0	<b><u>Audience development</u></b>	
2.1	The Executive Team was asked to note the work already completed and approve the principles and approach to our audience strategy, our customer data strategy and our audience growth programme.	
2.2	RC noted that each element supported and informed the others and this should be seen in the context of the wider programme of initiatives including the Digital Engagement Strategy and What's On.	
2.3	JJ noted that JS had advised that he was very supportive of the work. <u>Action:</u> PJM to provide RC with JS's detailed comments on the papers.	PJM
2.4	<u>Audience strategy</u>	
2.5	VJ asked if this work was purely focused on public programming?	
2.6	RC advised that while other audiences, such as the academic audience, were intertwined these work streams were primarily focused on our public audience.	
2.7	JJ said that it needed to be made very clear that this was about public programming in particular and it was not the case that we no longer aimed to meet the needs of traditional audiences such as our researchers rather that we were aiming to engage with additional audiences. The provision of a quality service to all segments of our audience is as important as ever and this needs to be made clear when this work is shared.	

2.8	JJ suggested that it may be advisable to add in a column that describes strategy for those segments that are not being focused on in this work.	
2.9	The MM advised that pen portraits were currently being updated for each of our audience segments to help us better understand and target the different segments.	
2.10	The MM explained that we were now focusing on particular segments such as the local, culturally switched on audience.	
2.11	NC called for measurement of any new audience to be made in order to understand which segments were being attracted and where the growth was focused.	
2.12	<u>Customer data strategy: progress and the road ahead</u>	
2.13	The MCR1, RC and the MCR2 gave an update on the progress on our customer data project, successes and challenges to date and some thoughts on future directions.	
2.14	RC noted that the strategy's success was vital to our next stage of growth.	
2.15	LS advised that the various 'pots' of information around our organisation would be pulled into a single data base or 'single customer view' from which reports can be run.	
2.16	NC commented on the importance on the work and the benefit that could be derived from having access to a single amalgamated source of customer data.	
2.17	JJ explained that our Board had an appetite for pace and asked if there were opportunities to accelerate.	
2.18	RC advised that there could be opportunities however we needed to cut our cloth to suit our pocket and we were focusing currently on developing a 12 to 18 month work plan.	
2.19	JJ noted that we needed clarity around what it might be that we could accelerate that would drive the greatest change, where it was that would provide maximum value for a particular amount of investment.	
2.20	The MCR2 said that there were key stages that required completion on the journey towards optimisation and unification of data but after the initial stages were completed the scope for accelerating certain work streams may present itself.	
2.21	<u>Action:</u> JJ requested that a plan be drafted by RC to show what areas could potentially be accelerated. 31/05/17	RC
2.22	<u>Audience growth</u>	
2.23	RC noted the importance of increasing the number of visitors to our site and details of our onsite events now featured regularly in publications such as Time Out and The Evening Standard	
2.24	RC outlined work completed increasing our directly contactable audience, growing our social media followers and growing our audience by raising our media profile	

2.25	PD advised that from his SIRO point of view it was important to ensure relevant advice was being asked for from our Departmental Security Office.	
2.26	JJ stated that audience growth was vital to increase the reach and impact of archives.	
2.27	JJ advised that the Executive Team was very supportive of all the work done and targeted changes had brought improvements.	
2.28	<b>The Executive Team thanked those involved for all the hard work and supported future plans.</b>	
3.0	<b><u>Strategic Challenges - further work</u></b>	
3.1	SW updated the Executive Team on work relating to themes that emerged at our March 2017 Board where an agenda item looked at a range of ideas for areas The National Archives may need to consider in the future.	
3.2	The Executive Team discussed.	
3.3	<b>The Executive Team approved further work.</b>	
4.0	<b><u>Recruitment review</u></b>	
4.1	The Executive Team discussed and approved a number of Authority To Recruit (ATR) requests.	
4.2	PM explained that four Business as usual posts (BAU) posts were available in this round for filling in addition to any fully funded posts and Developing our Future Workforce (DOFW) posts that were approved.	
4.3	DOFW1 - Head of Digital Research – approved.	
4.4	FUND1 - 3 cataloguer posts, fully funded – approved.	
4.5	BAU1 - Head of Library - currently filled on a temporary promotion – approved.	
4.6	BAU2 - HR Adviser – approved.	
4.7	BAU3 - IT Service Support Analyst – approved.	
4.8	BAU4 - Apprentice Delivery Manager – approved.	
4.9	BAU5 - Digital Development Manager – deferred.	
4.10	BAU6 - IT Business Systems Admin (apprentice) - deferred.	
4.11	BAU7 - IT Business Intelligence Analyst - deferred.	
4.12	The Executive Team noted the importance of ATRs being submitted to the agreed timelines in order to be considered for approval.	

5.0	<b><u>Developing Our Future Workforce – update</u></b>	
5.1	PD updated on the work of the team noting that the implementation team was supporting the Culture Work Stream.	
5.2	<b>The Executive Team noted the update.</b>	
6.0	<b><u>Any Other Business</u></b>	
6.1	NC advised on an upcoming visit by a delegation from the UAE.	
6.2	PD said that an announcement regarding the Head of Estates would be made soon.	
6.3	PD noted that an incident of vandalism occurred onsite on Friday 5 May. Appropriate follow up action had been taken.	
6.4	<b>There being no other business the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 31 May 2017

**Location:** Blue Room

**Attendees:**

Paul Davies (PD - chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Val Johnson (VJ)	TNA	Lucy Fletcher (LF)	TNA
Caroline Ottaway-Searle (COS)	TNA	Corporate Performance and Transparency Manager (CPTM)	TNA
	TNA	Darren Austin (DA)	TNA
	TNA	Project and Procurement Manager (PPM)	TNA
		Estates Customer Service Manager (ECSM)	TNA
		Cultural Property Officer (CPO)	TNA
		Head of Standards and Improvement (HIS)	TNA

**Apologies:** Jeff James (JJ), Carol Tullo (CT), John Sheridan (JS), Neil Curtis (NC)

		<b>Action</b>
1.0	<b><u>Minutes and Matters Arising</u></b>	



1.1	The minutes of the previous meeting held on 10 May 2017 were reviewed and approved subject to minor amendments.	
1.2	<u>Action:</u> LF to speak to JJ re: inclusion of web version of minutes in packs. The Executive Team to discuss with JJ present. Due 19/06/17	LF
1.3	The actions log was reviewed.	
2.0	<b><u>Dashboard</u></b>	
2.1	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.	
2.2	The Executive Team was asked to note the Corporate Dashboard for the month of April 2017.	
2.3	The CPTM advised that NC had a number of points in relation to Documents Delivered online and suggested additional metrics that might be included on the Dashboard.	
2.4	The CPTM said that NC had suggested it would be useful to show the split between genealogy and academic users, the split between free and paid content and the geographical spread.	
2.5	VJ suggested that splitting between genealogy and academic users could prove difficult as there was a degree of crossover.	
2.6	<u>Action:</u> The CPTM to discuss issue with NC and feedback thoughts from the Executive Team. Due 31/06/17.	CPTM
2.7	VJ commented that the use of percentages was now consistent and any potential risk of confusion removed.	
2.8	The CPTM noted that staff sickness levels were now at their highest for over a year.	
2.9	PD advised that the team would be assessing the use of Dashboards at directorate and departmental level across The National Archives over the coming year.	
2.10	<b>The Executive Team noted and approved the April 2017 Corporate Dashboard.</b>	
3.0	<b><u>Catering Contract</u></b>	
3.1	The Executive Team was asked to consider the outcome of the procurement process for a new Catering Concession Contract and to give authority to proceed to Contract award.	
3.2	The PPM took the Executive Team through the procurement process.	
3.3	The PPM advised the Executive Team of the preferred Concessionaire and highlighted the key features and benefits of the preferred Concessionaire's proposal.	

3.4	PD advised that we would be looking at reaching an agreement about the marketing of the new event space.	
3.5	The PPM stated that he had been asked by a supplier why we did not have brown heritage signage.	
3.6	PD thanked The PPM and the team for all their hard work.	
3.7	DA said that here was a standard ten day standstill after which an announcement would be made.	
3.8	<b>The Executive Team approved the outcome of the procurement process agreed contract award.</b>	
4.0	<b><u>Review of the Conditional Exemption Scheme</u></b>	
4.1	The Executive Team was asked to note a briefing on our involvement with the Conditional Exemption scheme.	
4.2	VJ advised that there was a desire to surface / raise awareness to the Executive Team various pieces of corporate work carried out across the organisation.	
4.3	The CPO advised that accessibility was judged in terms of physical accessibility and intellectual availability (such as availability of catalogues).	
4.4	The HIS advised that a stakeholder meeting was planned to be hosted at Kew on behalf of HRMC in early November 2017.	
4.5	The HIS advised that this work was adopted after The National Archives took on responsibilities from HMC.	
4.6	<u>Action:</u> The HIS to report back to the Executive Team after the key stakeholder meeting in November on outcomes. Due 31/11/17.	HIS
4.7	<u>Action:</u> LF and the HIS to discuss. Due 31/06/17	LF / HIS
4.8	<b>The Executive Team noted the briefing</b>	
5.0	<b><u>Any Other Business</u></b>	
5.1	COS noted that after a successful recruitment campaign we hoped to soon appoint to the Head of Public Exhibitions role.	
5.2	PD advised that, as part of a drive to provide Board with the most up to date reports, Head of Department reporting on Business Priorities this year would need to be done within 3 days of the request being issued – more information to follow.	
5.3	<b>There being no other business the meeting was brought to a close.</b>	