

**Title:** Executive Team Meeting

**Date of Meeting:** 2 May 2018

**Attendees:**

John Sheridan (JS - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Paul Davies (PD)	TNA	Government Relations Manager (GRM)	TNA
Jeff James (JJ)	TNA	Lee Oliver (LMO)	TNA
Caroline Ottaway–Searle (COS)	TNA	Head of Standards and Improvements (HSI)	TNA
Lucy Fletcher (LF)	TNA	Malcolm Todd (MT)	TNA
Neil Curtis (NC)	TNA	Jane Craigie-Payne (JCP)	TNA
Val Johnson (VJ)	TNA	Media Manager (MM)	TNA

**Apologies:**

		Action
1.0	<b><u>Minutes and actions</u></b>	
1.1	The minutes of the previous meeting held on 25 April 2018 were reviewed and approved subject to minor amendments.	
1.3	There were no conflicts of interest declared.	
1.4	The actions log was reviewed and updated.	
2.0	<b><u>Licensed Activities policy</u></b>	
2.1	Executive Team was asked to approve the Licensed Activities policy.	
2.2	LMO advised that this policy is intended to define the responsibilities of those responsible for activities at The National Archives that are covered by the Licensing Act 2003, and the conditions attached to The National Archives' Premises Licence.	
2.3	LMO explained that he was the Designated Premises Supervisor (DPS) and took Executive Team through the policy.	
2.4	VJ suggested thought needed to be given to any potential personal liability that the DPS may face.	

2.5	<u>Action:</u> LMO to seek advice through the CEO's Office around any personal liability that the DPS may face. Due 11/05/18	LMO
2.6	LF advised that the policy should state 'documented consent' was required from the DPS for any activity or event not covered by the Premises Licence.	
2.7	LMO confirmed that we would be able to re-name the various areas covered by the license if we wished to.	
2.8	JJ suggested that a report, by exception, when the need arose would be sent to our Audit and Risk Committee.	
2.9	<u>Action:</u> LMO to discuss with CEO's Office if any statement is required in the Annual Report. Due 11/05/18	LMO
2.10	<b>Executive Team approved the Licensed Activities policy</b>	
3.0	<b><u>Update on selected deposited collections</u></b>	
3.1	The HSI provided Executive Team with an update	
3.2	<b>Executive Team discussed and noted the update.</b>	
4.0	<b><u>Board Report 2017-18 / Business Priorities 2018-19 Deliverables and Outcomes</u></b>	
4.1	Executive Team was asked to sign off the Business Priorities 2017-18 Board report.	
4.2	PD described how the agreed position had been reached.	
4.3	JJ advised that the Board summary paper needed to provide context as to why certain objectives had been partially achieved, for example where there were multiple components involved. Board needed to be advised that Executive Team had thoroughly scrutinised and discussed each Business Priority before a determination was reached on the year end status.	
4.4	<b>Executive Team agreed the Business Priorities 2017-18 Board report.</b>	
4.5	Executive Team was asked to review, amend and approve draft Deliverables and Outcomes for Business Priorities 2018-19.	
4.6	JJ noted that if there was a desire to change the format for reporting then a formal paper should be submitted to Executive Team in the first half of the year.	
4.7	Executive Team reviewed each of the Business Priorities deliverables in turn.	
4.8	A number of suggested changes were made.	
4.9	<u>Action:</u> Directors to agree changes with the Corporate Performance Manger and approve via email by 1105/18. Due 11/05/18	All
5.0	<b><u>AOB / Diary Review</u></b>	

5.1	Prize Papers – The MM stated that the coverage of the launch was our most successful social media campaign so far.	Mm
5.2	<u>Action:</u> The MM to provide details of media coverage of Prize Papers launch for the May Board. Due 09/05/18	
5.3	Meet the Keeper – CEO’s office to discuss logistics with The MM.	
5.4	DoFW – PD updated the Executive Team.	
5.5	<b><u>There being no other business the meeting was brought to a close.</u></b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 23 May 2018

**Attendees:**

Caroline Ottaway–Searle (COS - chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Paul Davies (PD)	TNA	Government Relations Manager (GRM)	TNA
Val Johnson (VJ)	TNA	Matt Bell (MB)	TNA
Jeff James (JJ)	TNA	Darren Austin (DA)	TNA
John Sheridan (JS)	TNA	HR Manager - Organisational Development (HRMOD)	TNA
Neil Curtis (NC)	TNA	Media Officer (MO)	TNA
Lucy Fletcher (LF – from item 4 onwards)	TNA		

**Apologies:**

		Action
1.0	<b><u>Minutes and actions</u></b>	
1.1	The minutes of the previous meeting held on 9 May 2018 were reviewed and approved subject to minor amendments.	
1.3	There were no conflicts of interest declared.	
1.4	The actions log was reviewed and updated.	
2.0	<b><u>Legislation drafting tool</u></b>	

2.1	Executive Team was asked to approve the provisional award of the contract for a Legislation Drafting, Amending and Publishing service to the preferred bidder.	
2.2	MB took the Executive Team through the background and the work already done in order to get to this position.	
2.3	MB advised that the conclusion of the contract is subject to full business case approval from all partners (including The National Archives), the agreement of a new Memorandum of Understanding between the partners that protects The National Archives as the procuring Authority, and agreement of the final contract terms with the winning supplier.	
2.4	JS noted that there would be a number of contract 'break points' built into the plans.	
2.5	JJ stated that now that we had adopted the new IFRS 15 accounting standard we needed assurance from NAO that our accounting treatment would be correct. Audit and Risk Committee should also be sighted on this issue.	
2.6	<u>Action:</u> DA and MB to seek assurance from NAO around the correct accounting treatment of the Legislation drafting tool contract. Due 29/06/18	DA / MB
2.7	<u>Action:</u> DA and MB to arrange for Audit and Risk committee to be sighted on plans relating to the accounting treatment of the Legislation drafting tool contract. Due 29/06/18	DA / MB
2.8	<b>Executive Team agreed to award the contract to the preferred bidder, subject to final business case approval and agreement of final contract terms, in order that final contract negotiations can commence.</b>	
3.0	<b><u>Clore application</u></b>	
3.1	Executive Team was asked to support and comment on an application for The Clore Leadership Programme – Short course.	
3.2	The HRMOD provided Executive Team with background on our relationship with Clore and the degree of competition applicants faced.	
3.3	Executive Team provided a number of comments on the application.	
3.4	NC questioned if Executive Team was the appropriate forum to discuss such applications and suggested it might be more fitting to deal with at directorate level.	
3.5	JJ explained that previously there had been more than one application and the Executive Team had been tasked with deciding which applications should be taken forward. There was also a benefit from the Executive Team having sight of applications to Clore from a talent and succession planning perspective.	
3.6	<u>Action:</u> COS to discuss Executive Team comments on the application with the candidate. Due 30/05/18	COS
3.7	<b>Executive Team approved the application.</b>	

4.0	<b><u>AOB / Diary Review</u></b>	
4.1	End of year performance review - JJ requested directors send through all performance reviews for sign off by close of play on 7/06/18 with the correct Objective permissions.	
4.2	JS advised of a number of recent and planned speaking engagements. Gerald Aylmer Seminar 2018 – VJ advised that she would be speaking at this event which would focus on, how Black, Asian, and minority ethnic (BAME) communities are represented in UK archives.	
4.3	Archives at Night – Executive Team discussed the recent Archives at Night event noting that there had been great levels of audience engagement.	
4.4	COS thanked all those involved in making the event a success for their hard work and dedication.	
4.5	Executive Team noted issues relating to sound levels and microphone usage.	
4.6	<u>Action:</u> PD to investigate the settings and operation of the public address system in the Event Space. Due 29/06/18	PD
4.7	<b>There being no other business the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 30 May 2018

**Attendees:**

Paul Davies (PD - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Val Johnson (VJ)	TNA	Sam Whaley (SW)	TNA
Caroline Ottaway–Searle (COS)	TNA	Chris Mumby (CM)	TNA
John Sheridan (JS)	TNA	Mark Newman (MN)	TNA
Neil Curtis (NC)	TNA	Andrew Payne (AP)	TNA
Lucy Fletcher (LF)	TNA	Anna Sexton (AS)	TNA
		Quality Manager (QM)	TNA

**Apologies:** Jeff James (JJ)

		<b>Action</b>
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1.0	<b><u>Minutes and actions</u></b>	
1.1	The minutes of the previous meeting held on 23 May 2018 were reviewed and approved subject to minor amendments.	
1.2	There were no conflicts of interest declared.	
1.3	The actions log was reviewed and updated.	
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 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 2018.	
2.3	PD advised that this was the first time that the new style Dashboard was being used and further work was ongoing around the use of info-graphics.	
2.4	LF noted that additionally an annual metric would be presented in Q4, The Annual Information Management Report.	
2.5	VJ highlighted the distinction between grant awards won (where income might be phased across several years) and income received in a particular year.	
2.6	Executive Team discussed what the most preferable way to track use of the website might be. It was agreed to concentrate on page views.	
2.7	Executive Team agreed to change 'web continuity' to 'web archive'.	
2.8	Executive Team agreed to move the Education web site page views metric to the panel showing total number of Schools /College visitors to site.	
2.9	JS noted that there may be an option to look at daily page views in order to get a comparable figure.	
2.10	<u>Action:</u> JS to discuss issues around measuring website use with the Head of Digital Services and feedback to PD and the team. Due 08/06/18	JS
2.11	NC suggested that the best approach would be to keep the metric simple then allow Executive Team to drill down and be provided with commentary if warranted.	
2.12	Executive Team agreed that Amendments to UK Legislation (Effects) chart be presented with 'Applied monthly' shown at the top of the graph to more clearly demonstrate the current position.	
2.13	LF advised it would be useful to show the split between Public, Staff and Government documents delivered onsite	

2.14	<b>The Executive Team noted the Corporate Dashboard for the month of April 2018 subject to the alterations outlined above.</b>	
3.0	<b><u>Overview - Key Performance Indicators (KPIs) from other organisations</u></b>	
3.1	Executive Team was asked to note the Exception Report of KPIs not currently measured by The National Archives and to review whether any of these KPIs should be collected (and measured) by The National Archives.	All
3.2	PD advised that JJ had suggested that it would be prudent to investigate what other organisations measured in terms of KPIs.	
3.3	LF suggested that it might be useful to also look at what non cultural institutions use as KPIs.	
3.4	COS stated that there would be benefit in a volunteers / apprenticeships KPI.	
3.5	<u>Action:</u> PD requested Executive Team further review the list of KPIs in order that a consolidated list can be produced with those that are not suitable removed. Due 13/06/18	
3.6	SW suggested it was worth considering if there were any blind spots, areas that should be looked at but were not currently measured.	
3.7	<b>Executive Team noted the Exception Report of KPIs not currently measured by The National Archives, agreed potential new KPI and agreed next steps.</b>	
4.0	<b><u>Safeguarding policy</u></b>	
4.1	Executive Team approval was sought for the Safeguarding policy documents ahead of publication.	
4.2	Earlier this year, The National Archives underwent an internal audit of our safeguarding policy and procedures. This was to ensure that we are following best practice as we expand our work with children and vulnerable adults as part of Archives Inspire.	
4.3	AP advised that sign off had been granted by the policy review panel.	
4.4	PD advised that the document needed proof reading and that the fonts and justification needed checking.	
4.5	VJ questioned if the Safeguarding training needed to be mandatory for all staff?	
4.6	COS noted that there were different levels of training that corresponded to the level of contact with the public.	
4.7	JS stated that this was a good and clear message that as an organisation we educated and trained young people and we had an appropriate Safeguarding policy in place alongside the correct level of staff training.	

4.8	<b>Executive Team approved the Safeguarding policy documents ahead of publication.</b>	
5.0	<p><b><u>Research Priorities</u></b></p> <p>5.1 <b>Executive Team was asked to sign off The National Archives Research Priorities.</b></p> <p>5.2 AS advised that following extensive consultation with staff (through open workshops and targeted approaches to Heads of Departments), the research team have developed five overarching research priorities that enable us to clearly articulate our research interests and challenges to potential research partners.</p> <p>5.3 NC asked how our stated aim of attracting funding would land.</p> <p>5.4 AS explained that from the academic perspective it would be very understandable that we would be in search of funding.</p> <p>5.5 VJ noted that these priorities focused on what the research would be and we already had a Funding Strategy that was in operation.</p> <p>5.6 JS said that academic funding was very target based and we needed to offer to academic partners' areas where we would both have interest.</p> <p>5.7 LF noted the importance to frame the question around the complex nature of the digital record carefully.</p> <p>5.8 <u>Action:</u> AS to discuss wording around digital records with LF. Due 13/06/18</p> <p>5.9 AS stated that we did currently have issues with capacity and there is a gap between demand for The National Archives staff to lead and the capacity for staff to meet that demand.</p> <p>5.10 AS explained that this issue was being mitigated through compromising in the short-term on our degree of control in research projects to give people experience of being co-investigators to eventually lead to them being able to take on the role of principal investigator (PI) in the future. A tactic which feeds into a planned organisation-wide researcher development training programme.</p> <p>5.11 LF suggested research priorities could be a topic for useful discussion at Board.</p> <p>5.12 COS noted that we needed to articulate the career path open to staff and the opportunities that would be available for those wishing to undertake research.</p> <p>5.13 AS noted the importance of tying research to measurable impacts.</p> <p>5.14 <b>Executive Team approved The National Archives Research Priorities for publication.</b></p>	AS
6.0	<b><u>Customer Feedback update</u></b>	

6.1	Executive Team was asked to review the report and note the trends in Customer Feedback received and note the attached summary of internal complaint review recommendations, and subsequent actions.	
6.2	The QM advised that there had been a decrease in customer feedback and this was related to changes in the recording methodology.	
6.3	COS said that there was a degree of predictability around certain changes resulting in increased customer feedback.	
6.4	JS noted that some areas of the business were more connected to customer feedback and therefore feedback would be more visible and reported on than some other areas of the business.	
6.5	The QM explained that discussion was on-going around exploring ways we could capture more feedback.	
6.6	MW advised Executive Team of the ways in which feedback was categorised.	
6.7	LF stated that it would be useful to have visibility of the number of letters we received from MPs as a result of customers contacting their MP.	
6.8	<u>Action:</u> PD to consider how to surface figures relating to letters from MPs. Due 13/16/18	PD
6.9	MW advised that internal complaint review recommendations, and subsequent actions were all now completed.	
6.10	<b>Executive Team noted the report and trends in Customer Feedback received and the update on internal complaint review recommendations, and subsequent actions.</b>	
7.0	<b><u>AOB / Diary Review</u></b>	
7.1	HLF bid – COS advised that the bid was planned to be submitted in the next few days.	
7.2	Objectives 2018-19 – NC asked that, where applicable, budget revenue targets were added in direct reports Objectives.	
7.3	Civil Service Learning (CSL) – NC advised that Executive Team needed to consider our future use.	
7.4	<u>Action:</u> PD to discuss with the Head Procurement and the HR Manager providing a paper to Executive Team outlining options. Due 13/06/18	PD
7.5	<b>There being no other business the meeting was brought to a close.</b>	