

# Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 02 July 2014  
**Location:** Blue Room, 1<sup>st</sup> Floor, Kew  
**Attendees:**

Clem Brohier (CB)	TNA	Patrick Mallett (PJM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Jane Craigie-Payne (JCP)	TNA
David Thomas (DLT)	TNA	Paul Davies (PD)	TNA
Mary Gledhill (MG)	TNA	H&S Advisor	TNA
Carol Tullo (CT)	TNA	Senior Project Manager	TNA
		Peter Brooker (PB)	TNA

**Apologies:** There were none.

		Action
<b>1.0</b>	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meetings held on the 25 June were reviewed and approved subject to minor changes.	
<b>2.0</b>	<b><u>Home Working – draft policy</u></b>	
2.1	COS introduced PD and JCP and explained that the Executive Team were being asked to review and comment on the draft policy. The aim of this work was to draw together and update existing guidance to line managers and staff regarding staff working from home.	
2.2	The Executive Team reviewed the draft policy and a number of comments were made.	
2.3	<u>Action:</u> JCP to incorporate changes (with track changes on) and circulate to the Executive Team.	<b>JCP</b>
2.4	COS advised that once comments from the Executive Team were incorporated the policy would then be discussed with the Trades Union side ahead of publication.	
2.5	<b>CB thanked PD and JCP.</b>	

<p><b>3.0</b></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><b><u>Fire Report</u></b></p> <p>PD and the H&amp;S Advisor presented this item to the Executive Team to note and approve.</p> <p>The H&amp;S Advisor advised that an important finding had been that the fire was not caused by activities we would normally carry out and no employees of The National Archives were at fault for the events that took place on February 15 2014.</p> <p>The H&amp;S Advisor stated that a team was being put together to ensure that all actions and recommendations are implemented in order to enhance our response to any similar event. The report, and our responses, will be tabled at Audit Committee in September.</p> <p>PD noted that Bouygues had completed a thorough review of the work permit system since the incident.</p> <p>The Executive Team discussed the report.</p> <p>CT called for clear guidance to staff regarding there attendance on site if an emergency occurs while they are off duty.</p> <p>The H&amp;S Advisor to produce a summary of the report for external publication with all names redacted.</p> <p><b>The Executive Team noted and approved the report.</b></p>	<p><b>H&amp;S Advisor</b></p>
<p><b>4.0</b></p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p> <p>4.5</p>	<p><b><u>High value investment projects – update</u></b></p> <p>The Senior Project Manager presented this report for the Executive Team to note.</p> <p>The Senior Project Manager took the Executive Team through the report highlighting any significant variances and risks.</p> <p>The Senior Project Manager advised that recruitment issues were affecting a number of projects.</p> <p>CB noted that the Network Infrastructure project needed to be completed this year as it was carried over from last financial year.</p> <p><b>The Executive Team noted the report.</b></p>	
<p><b>5.0</b></p> <p>5.1</p>	<p><b><u>Review of the Strategic Risk Register</u></b></p> <p>The Strategic Risk register (SRR) is maintained by the Corporate Planning team on behalf of The National Archive's Executive Team. Contents of the SRR are formally reviewed on a quarterly basis by the Executive Team, Audit Committee and Management Board. Each strategic risk is assigned to members of the Executive Team. These high-level risks are taken into account in judgements about our</p>	

	medium to long-term goals, objectives and vision.	
5.2	CB introduced PB who explained that the SRR had last been reviewed at the Executive Team held on 25 June. PB took the Executive Team through each of the changes requested at the previous meeting ahead of the SRR being reviewed by Management Board.	
5.3	The Executive Team discussed the SRR and requested a number of minor changes.	
5.4	<b>The Executive Team agreed the SRR with the requested changes.</b>	
<b>6.0</b>	<b><u>Any Other Business</u></b>	
6.1	COS gave an update on pay negotiations and also the planned strike on 10/07/14.	
6.3	MG informed the Executive Team that the first of a series of WW1 commemoration workshops involving staff from across the organisation had now taken place.	
6.4	CT noted that the Gazette had been nominated for an industry award for best use of technology.	
6.5	<b>There being no further business, the meeting was closed.</b>	



## Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 23 July 2014  
**Location:** Blue Room, 1<sup>st</sup> Floor, Kew  
**Attendees:**

Clem Brohier (CB)	TNA	Patrick Mallett (PJM)	TNA
David Thomas (DLT)	TNA	Peter Brooker (PB)	TNA
Mary Gledhill (MG)	TNA	Strategic Engagement Manager	TNA
Carol Tullo (CT)	TNA		

**Apologies:** Caroline Ottaway-Searle (COS)

		Action
<b>1.0</b>	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on the 02 July were reviewed and approved subject to minor changes.	
<b>2.0</b>	<b><u>June Dashboard</u></b>	
2.1	PB presented this item to the Executive Team.	
2.2	The Dashboard is a monthly reporting and monitoring mechanism for the Executive Team.	
2.3	The Dashboard is tabled for the Executive Team to review performance against published and internal Performance Indicators and acts as a prompt for action where performance is of concern. Performance indicators can be found in the 2011 – 2015 Corporate Business Plan.	
2.4	PB took the Executive Team through the various metrics covering the different areas of the organisation.	
2.5	Online customer satisfaction - MG stated that the next online survey should be held in September.	
2.6	Cataloguing - CB suggested that the commentary did not provide context regarding the 26% drop. DLT advised that 2013/2014 had been an unusual year when a large number of straightforward projects had been prioritised. PB to update.	<b>PB</b>
2.7	Staff Turnover – DLT requested to look back over the last five years to see if there were any trends. PJM to liaise with COS upon her return from leave.	<b>PJM</b>
2.8	<b>The Executive Team noted the June Dashboard.</b>	
<b>3.0</b>	<b><u>Evaluating the impact of Archives for the 21<sup>st</sup> Century</u></b>	
3.1	CT introduced the Strategic Engagement Manager to the Executive Team.	
3.2	The Strategic Engagement Manager explained that The National Archives is guided by the Government policy on archives, <i>Archives for the 21<sup>st</sup> century</i> , in delivering its role as sector lead. An action plan ( <i>Archives for the 21<sup>st</sup> century in action - refreshed</i> ) which is aligned with the policy, sets out objectives for The National Archives to achieve between 2012 and 2015.	
3.3	The National Archives now plans to undertake an evaluation of both progress to date against the action plan and the continuing relevance to the sector of the policy directions.	
3.4	Executive Team support was being sought for the preferred option, A, outlined in the supporting paper.	

3.5	The Executive Team discussed the proposals.	
3.6	CT agreed that the suggestions would be incorporated.	
3.7	<b>The Executive Team approved the approach.</b>	
<b>4.0</b>	<b><u>AOB</u></b>	
4.1	MG noted that the design for the external Q1 wrap banner had now been agreed and showed the Executive Team the design.	
4.2	CB gave a brief outline of the recent appearance before the House of Commons' Public Administration Select Committee and thanked all those who had assisted in the preparation work.	
4.3	CT advised that the Cabinet Office's Information Principles had been retired and replaced by a handbook on the resource pages. GDS have refreshed guidelines on information management.	
4.4	CB acknowledged the great contribution that DLT had made to The National Archives during his 39 ¾ years with us. CB said that we were sad to see DLT leaving but he left The National Archives in a good position and had delivered a number of successful projects over the years and more recently DRI and Discovery both highly regarded systems.	
4.5	<b>There being no further business, the meeting was closed.</b>	



## Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 30 July 2014  
**Location:** Blue Room, 1<sup>st</sup> Floor, Kew  
**Attendees:**

Jeff James (JJ - Chair)	TNA	Patrick Mallett (PJM - minutes)	TNA
Clem Brohier (CB)	TNA	Casework Advisor item 2	TNA
Mary Gledhill (MG)	TNA	Diversity Bursary Student item 2	
Carol Tullo (CT)	TNA	Emma Bayne (EB) item 3, 4	TNA

Caroline Ottaway-Searle (COS)	TNA	Editor item 3	TNA
		Marketing Manager item 3	TNA
		Nick Kingsley (NK) item 3	TNA
		Collections Knowledge Manager (Finding Archives) item 3	TNA
		Julia Jones (JJo) item 4	TNA
		Head of Engagement item 5	TNA
		Jane Craigie-Payne (JCP) item 6	TNA
		HR Manager item 6	TNA
		Amanda White (AW) item 7	TNA
		Senior Project Manager item 8	TNA

**Apologies:** None

		Action
<b>1.0</b>	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meeting held on the 23 July were reviewed and approved subject to minor changes.	
<b>2.0</b>	<b><u>Diversity Bursary</u></b>	
2.1	COS introduced a Diversity Bursary Student and their Casework Advisor.	
2.2	The Casework Advisor explained that The National Archives awarded three bursaries in 2013 to individuals who wished to embark on a career in the archives sector. The bursaries provided financial support and the aim was to address the socio-economic barrier that exists for some who are considering entering into the archives sector.	
2.3	The Casework Advisor introduced a Diversity Bursary Student who was in the process of completing a dissertation following a year long course.	
2.4	The Diversity Bursary Student thanked The National Archives for providing support for her studies and explained that the course had gone very well and she had particularly enjoyed the volunteering opportunities where the theory could be put in practice.	
2.5	The Diversity Bursary Student stated that she had found the Management Skills modules especially useful and had produced a five year plan and had recently taken up a position at a local authority as an IMO.	
2.6	The Diversity Bursary Student said that the dissertation looked at archiving Twitter.	
2.7	The Casework Advisor to distribute the Diversity Bursary Student's dissertation to the Executive Team once ready.	Casework Advisor (31/10/14)
2.8	The Casework Advisor to provide the Diversity Bursary Student with contact	Casework Advisor

	<p>details of a member of our Web Continuity team.</p> <p>2.9 CT asked if there had been any contact with The National Archives employees as part of the teaching program.</p> <p>2.10 The Diversity Bursary Student responded by explaining that The National Archives did indeed feature at numerous times during the course.</p> <p>2.11 <b>The Executive Team thanked The Casework Advisor and the Diversity Bursary Student for an interesting and informative update and wished the Diversity Bursary every success with the dissertation and future career.</b></p>	(06/08/14)
<p><b>3.0</b></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>3.10</p>	<p><b><u>Discovery 2</u></b></p> <p>CB introduced EB, an Editor, the Marketing Manager, NK and the Collections Knowledge Manager (Finding Archives). Explaining that a great deal of work had gone into this project from many areas of the business. The Executive Team is being asked to note the progress made and approve Discovery 2 moving to live.</p> <p>EB explained that the paper, outlining Discovery 2 and the communication plan had been distributed to the Executive Team for consideration.</p> <p>EB gave a brief description of the background to the project and the improved features, many of which were in response to user feedback.</p> <p>EB advised that we had gone through many iterations and designs and the Beta URL had featured on the website for a number of months. Record Creators would now be added to Discovery.</p> <p>The Marketing Manager said that a key part of the communications plan was to engage with other archives and staff on the ground as well as having a conversation with our users.</p> <p>EB stated key themes would be Bold, Positive and Proud.</p> <p>The Editor explained that he had been on the project Board representing Advice and Records Knowledge and keeping them informed of developments. Feedback was solicited, user testing carried out and compulsory workshops had been held in order to socialise Discovery 2 to the department.</p> <p>The Collections Knowledge Manager (Finding Archives informed that with the extra ten million records and data from NRA and A2A Discovery 2 would be the most comprehensive finding aid for archives in the UK.</p> <p>CB said that it was excellent to see such productive collaborative working from a number of teams from different directorates across the organization.</p> <p>CT requested the replacement of the phrase ‘delighted to introduce’ with ‘we announce’.</p>	<p>Marketing</p>

3.11	JJ applauded the approach and the way the project had been handled.	Manager (06/08/14) EB (06/08/14)  EB (01/10/14)
3.12	JJ requested the 'close' banner is replaced with 'update planned' in order that users are not confused into thinking Discovery is closing.	
3.13	JJ requested Discovery 2 come back to Executive Team to evidence the three missing features were working before Discovery 1 is turned off.	
3.14	<b>The Executive Team approved moving Discovery 2 to go live.</b>	
<b>4.0</b>	<b><u>SLTP – Closure Report</u></b>	
4.1	CT introduced JJo.	
4.2	JJo explained that this tool had been developed to reduce re-working and had proved useful in assisting The Migrated Archives project.	
4.3	The SLTP is a workflow tool that controls shelf to shelf paper record transfer process from government departments to The National Archives	
4.4	JJo explained that an Excel version had been developed first that had limitations and a web based version had now been developed with the assistance of EB and her team that provided the ability to produce reports and generated automated email alerts when changes were made to a program. This information could be used by collection care and Document Services in order for them to prepare for the records arriving on site.	
4.4	EB advised that penetration testing had not yet been done and would be done in one go in order to reduce cost.	
4.5	CB stated that this was a fantastic development that, combined with the Record Transfer Report provided much better overview than had previously been available.	
4.6	JJo highlighted the energy the Head of Selection Transfer and Accessions had invested in getting departments to engage and work with us on this. Much standardized and where necessary bespoke training had been given to departments.	
4.7	<b>The Executive Team accepted the report.</b>	
<b>5.0</b>	<b><u>Guidance for archive sector – 'Spin Out'</u></b>	
5.1	CT introduced the Head of Engagement who explained this guidance had been produced for local authority archives, their managers and funders in order that they can make the best possible decisions about the future of archive services and collections. The Executive Team are being asked to comment on the guidance ahead of publication.	
5.2	The Head of Engagement stated that Local Authorities formed the backbone of places of deposit as after having faced large cuts in budgets they were now	

	facing radical change. Many archives found it challenging to influence change.	
5.3	The National Archives was maintaining a neutral position while providing this support for the sector as no similar guidance was available.	
5.4	MG suggested that in section 4.2 more information and links around governance could be added. The Head of Engagement to add information to this section in the autumn update.	The Head of Engagement (01/10/14)
5.5	CT said acknowledgement must be given to the Stationers Livery Company for the use of a COPY 1 image on the cover. The Head of Engagement to get a form of words from Marketing and add to document before publication.	The Head of Engagement (30/07/14)
5.6	<b>The Executive Team noted the guidance and thanked the Head of Engagement.</b>	
<b>6.0</b>	<b><u>Staff Turnover Analysis</u></b>	
6.1	COS, JCP and HR Manager presented this agenda item. COS explained that at the previous meeting DLT had requested looking at the previous five years figures so we would see where we got to today and possibly bring this back if more analysis was required.	
6.2	The HR Manager stated that we now looked at voluntary leavers and turnover peaked then dropped and now seemed stable. Turnover peaked in March when contracts came to an end.	
6.3	CT questioned how useful the analysis was as directors should already have a good understanding of how turnover was within their teams.	
6.4	COS said that a key question was whether we had lost a large number of individuals that we would have wished to keep.	
6.4	JJ noted the extra burden placed on HR with the move to using increasing numbers of non permanent staff and the lack of ability to develop these individuals in ways that could benefit the business.	
6.5	COS requested WOB look at turnover over a longer timeframe, COS to update at next weeks meeting.	COS (06/08/14)
6.6	JJ advised that we may want to move back to a position where there is less use of contractors.	
6.7	CB stated that it felt like turnover was higher and it seemed this could be accounted for by the high number of leavers that had held key posts.	
6.8	<b>JJ thanked COS, JCP and WOB</b>	
<b>7.0</b>	<b><u>June Financials / 3+9 forecast</u></b>	
7.1	CB introduced AW who took the Executive Team through the June financials	

	and the 3+9 forecast.	
7.2	CB advised that a discussion was needed on how to allocate the funds.	
7.3	CB highlighted the tension between the increased spend on contractors and the reduced capacity to nurture talent and benefit from longer term commitment from staff.	
7.4	AW advised that there was a need to set milestones and track spending on a number of large-scale ICT projects. AW, CB and JJ to agree steps to provide greater oversight of key ICT projects.	AW (03/08/14)
7.5	<b>The Executive Team noted the June financial report and the 3+9 forecast.</b>	
<b>8.0</b>	<b><u>Q1 Project Report</u></b>	
8.1	A Senior Project Manager presented the Quarter 1 projects status report.	
8.2	JJ questioned the large number of projects that had a green RAG status.	
8.3	Senior Project Manager to report back to the Executive Team with an update on the repair work to the Q1 roof and the amount of solar panels.	Senior Project Manager (13/08/14)
8.3	Senior Project Manager to investigate status of Thin Client project and report back to the Executive Team.	As above
8.4	Senior Project Manager to provide regular updates on Upgrading The National Archives Network Infrastructure and Data Centre projects. (As per 7.6 above).	As above
8.5	<b>The Executive Team noted the Q1 Project Report.</b>	
<b>9.0</b>	<b><u>AOB</u></b>	
9.1	JJ noted that he planned to hold an informal talk and invite the whole organisation next Monday, possibly in the Public Restaurant and planned to attend team meetings.	
9.2	<b>There being no further business, the meeting was closed.</b>	