

# Protect

# Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 7 May 2014  
**Location:** Blue Room, 1<sup>st</sup> Floor, Kew

**Attendees:**

Clem Brohier (CB)	TNA	Patrick Mallett (PJM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Chris Mumby (CM)	TNA
Mary Gledhill (MG)	TNA	Estates and Facilities Manager (Operations)	TNA
David Thomas (DLT)	TNA		

**Apologies:** Carol Tullo (CT)

		Action
<b>1.0</b>	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meetings held on the 30 April 2014 were reviewed and approved subject to a number of minor changes.	
<b>2.0</b>	<b><u>Reprographics building work</u></b>	
2.1	CM updated the Executive Team on the work being carried out in the Commercial Reprographics area. Work began on April 14 2014 and was planned to take four weeks and would provide an improved, more comfortable and efficient workspace.	
2.2	CM advised that access to the locker room used by the Document Services Department and Reprographics had had to be temporarily suspended.	
2.3	The Estates and Facilities Manager (Operations) stated that while there may be a delay in completion of the work an element of contingency had been built in to the plans and the impact on scanning work should be minimal.	
2.4	<b>CB thanked CM and the Estates and Facilities Manager (Operations) and noted the update and the excellent handling and management of the work.</b>	
<b>3.0</b>	<b><u>Any Other Business</u></b>	

3.1	Reclosure Panel: The Executive Team noted the decision of the Reclosure Panel (April 2014) to recommend reclosure of cases.	
3.2	DLT stated that Discovery was down at the weekend for a significant period of time. IT staff travelled in from home to fix the issues. COS to provide details of current 'on call' allowance recipients and of current policy with the aim of putting in place on call cover in ICT.	COS
3.3	COS informed the Executive Team that private office had requested more financial details regarding the pay remit. COS stated that she was still confident of having the pay remit ahead of meeting the Trades Union Side on 30 May 2014.	
3.4	CB reported that he had attended a half day SCS conference at MoJ on 1 May 2014. CB advised that it had been an interesting conference that looked at the MoJ Departmental Improvement Plan. CB requested PJM look into all Executive Team members being invited to future SCS events.	PJM
3.5	<b>There being no further business, the meeting was closed.</b>	

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**Title:** Executive Team Meeting  
**Date of Meeting:** 14 May 2014  
**Location:** Blue Room, 1<sup>st</sup> Floor, Kew

**Attendees:**

Clem Brohier (CB)	TNA	Patrick Mallett (PJM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Julie Lennard (JL)	TNA
Mary Gledhill (MG)	TNA	Head of Financial Accounting	TNA
David Thomas (DLT)	TNA	Writer / Researcher	TNA
Carol Tullo (CT)	TNA	Amanda White (AW)	TNA
		Deputy Corporate Planner and Transparency Manager	TNA
		Senior Advisor - Twenty Year Rule: Places of Deposit	TNA
		Lee Oliver (LMO)	TNA
		Baker Tilly Representative	Baker Tilly
		Baker Tilly Representative	Baker Tilly

Apologies: 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 7 May were reviewed and approved subject to a number of minor changes.	
<b>2.0</b>	<b><u>Annual Report and Accounts of The National Archives 2013 - 14</u></b>	
2.1	Head of Financial Accounting, AW and Writer / Researcher presented this agenda item to the Executive Team. The report had been prepared according to regulatory guidelines and the report had been audited by the National Audit Office ahead of presentation to Management Board and Audit Committee. The Executive Team was being asked to note and approve ahead of being taken to Management Board and Audit Committee.	
2.2	The Executive Team discussed the report.	
2.3	Head of Financial Accounting advised that a Directors' Report and Strategy section was now being included as instructed by National Audit Office (NAO).	
2.4	CT advised that in the 'What we do section' there was no reference to the provision of access to records and The National Archives opening up records and this should be highlighted	
2.5	CB stated that a new version, incorporating the agreed changes, would be distributed to Management Board by Friday 16 May 2014.	
2.6	<b>The Executive Team noted and approved the content of the report. CB thanked Directors and all of the team involved in the drafting of the report.</b>	
<b>3.0</b>	<b><u>Outstanding internal audit recommendations</u></b>	
3.1	CB welcomed Deputy Corporate Planner and Transparency Manager. Each year The National Archives commission a programme of audit work from the Internal Audit Team which will cover specific business areas, processes and current risks and may include follow-ups on previous audits. The audit programme for the year is agreed by The National Archives' Audit Committee, but may be changed in response to changing assurance needs.	
3.2	Deputy Corporate Planner and Transparency Manager took the Executive Team through the report ahead of presenting to Management Board and Audit Committee	
3.3	Deputy Corporate Planner and Transparency Manager reported that all due recommendations had been completed with the exception of five.	
3.4	<b>The Executive Team noted the report.</b>	
<b>4.0</b>	<b><u>Internal audit progress report</u></b>	

4.1	CB introduced Baker Tilly representatives who presented the report for the Executive Team to approve ahead of taking it to Audit Committee on Tuesday 20 May 2014.	
4.2	The Executive Team reviewed the report.	
4.3	CB requested Baker Tilly Representative make the requested changes and send the Executive Team a copy by close of play today.	
4.4	<b>The Executive Team noted and approved the report subject to the agreed changes being incorporated.</b>	
<b>5.0</b>	<b><u>Diversity Bursaries</u></b>	
5.1	COS introduced Senior Advisor - Twenty Year Rule: Places of Deposit to the Executive Team.	
5.2	The National Archives was offering bursaries to support candidates in gaining a qualification to help them enter the archives sector. The bursary would provide financial support and help to address the socio-economic barriers to entry that may exist for some candidates. Normally there would be two bursaries.	
5.3	The Executive Team was being asked to approve a proposal to split the bursary pot four ways, rather than the originally intended two way split.	
5.4	The proposal was discussed by the Executive Team.	
5.4	CT suggested the assessment criteria be reviewed and possibly tightened up.	
5.5	<b>The Executive Team agreed the proposal.</b>	
<b>6.0</b>	<b><u>Quarterly complaints report</u></b>	
6.1	COS introduced LMO who presented the report.	
6.2	LMO explained that following a lengthy and complex complaint in 2012, the Independent Complaints Reviewer made the following recommendation:	
6.3	<i>Appropriate formal feedback should be given to the Chief Executive to provide reassurance that action has been taken and to confirm the date of completion.</i>	
6.4	LMO informed that this quarterly report is intended to fulfil the second part of the above recommendation.	
6.5	LMO took the Executive Team through the report noting that recommendations were received on the final day of quarter four 2013-14 and would be addressed during the first quarter 2014-15.	
6.6	LMO noted all the work Peter Brooker had put in to the internal review.	
6.7	LMO advised that a number of procedural issues had been highlighted and that the	

6.8	customer relationship management system had proved useful. <b>The Executive Team noted the report.</b>	
7.0	<b><u>Any Other Business</u></b>	
7.1	CT noted the recent Court of Justice of the European Union ruling on ‘the right to be forgotten.’	
7.2	<b>There being no further business, the meeting was closed.</b>	



## Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 28 May 2014  
**Location:** Blue Room, 1<sup>st</sup> Floor, Kew

**Attendees:**

Clem Brohier (CB)	TNA	Patrick Mallett (PJM)	TNA
Caroline Ottaway-Searle (COS)	TNA	Miriam O’Neil (MON)	TNA
Mary Gledhill (MG)	TNA	Emma Bayne (EB)	TNA
Carol Tullo (CT)	TNA	Peter Brooker (PB)	TNA

**Apologies:** David Thomas (DLT)

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	The minutes of the previous meetings held on the 14 May were reviewed and approved subject to a number of minor changes.	
2.0	<b><u>Bookshop Strategy</u></b>	

<p>2.1</p> <p>2.2</p> <p>2.3</p> <p>2.4</p> <p>2.5</p> <p>2.6</p> <p>2.7</p> <p>2.8</p>	<p>MON presented a paper on The National Archives new bookshop strategy. Analysis of the bookshop's strengths, weaknesses, opportunities and threats had resulted in a number of actions being taken forward in a strategy plan. MON took the Executive Team through the four key areas:</p> <ul style="list-style-type: none"> <li>• Sales information and analysis</li> <li>• Customers</li> <li>• Promotions</li> <li>• Pricing and competitors</li> </ul> <p>CT asked if the recent Writer of the month events held at The National Archives had driven up sales.</p> <p>MON advised that a modest uplift had been noted and it was planned to build up these events in the future. The key area to grow was online.</p> <p>CB asked if the projected internet sales growth was aspirational.</p> <p>MON explained that it was aspirational but it needed to happen in order to provide revenue growth</p> <p>MG noted that affiliate relationships could work well and provided very useful traffic to our online offerings. Solutions were also being sought in order to have a better understanding of the customer journey and payment.</p> <p><b>The Executive Team noted the strategy.</b></p>	
<p>3.2</p> <p>3.3</p> <p>3.4</p> <p>3.5</p> <p>3.6</p>	<p><b><u>Discovery Project 2010-13: Closure report</u></b></p> <p>The Project Closure Report is used to assess the success of the project, to resolve or allocate open issues and risks, and to close the project formally.</p> <p>DLT introduced EB who explained the main aims of each of the three project years:</p> <p><b>2010 – 2011</b></p> <p>The Discovery project 2010-11 was conceived to give us the foundation for a new integrated system, which we will continue to build on in coming years - the results will not be a finished product but will give us a solid base from which we can develop and enhance. This phase introduced three-tier architecture, defined new business information architecture standards and culminated in the launch of a Beta version of the new 'Discovery Service'</p> <p><b>2011 – 2012</b></p> <p>The investment bid 2011/2012 was focussed on developing the 'Discovery Service' further in ways that will generate additional revenue for the organisation. Benefits were realised from the 2012/2013 business year onwards.</p> <p><b>2012 - 2013</b></p> <p>At the beginning of the 2012/13 project year, it was decided that the projects defined by the two funding bids Resource Discovery and Finding Archives would be managed as a single project known as Discovery 2012.</p>	

3.7	EB explained that the majority of work is now handled as business as usual and future development work related to Discovery will be undertaken by the Systems Development Team.	
3.8	EB took the Executive Team through the benefits achieved and additional benefits identified while work was being carried out. Lessons learnt were then looked at.	
3.9	CT noted the huge amount of work that had been completed and suggested that perhaps The National Archives should have been more confident at the outset that we would manage this well and achieve our goals.	
3.10	CB thanked EB and all involved in the project and stated that the report had been well presented.	
3.11	<b>The Executive Team noted the report.</b>	
<b>4.0</b>	<b>April Dashboard</b>	
4.1	PB presented this item to the Executive Team.	
4.2	The Dashboard is a monthly reporting and monitoring mechanism for the Executive Team.	
4.3	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.	
4.4	PB took the Executive Team through the metrics covering the various areas of the organisation.	
4.5	PB to add an accessions data line and cataloguing stats.	PB
4.6	<b>The Executive Team noted the April dashboard.</b>	
<b>5.0</b>	<b><u>Any Other Business</u></b>	
5.1	COS alerted the Executive Team to the awards nomination closing date on Friday 30 <sup>th</sup> May.	
5.2	<b>There being no further business, the meeting was closed.</b>	