The National Archives

Minutes

Title: Executive Team Meeting

Date of Meeting: 20 November 2013

Location: Blue Room, First Floor, Kew

Attendees:

Clem Brohier (CB - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
David Thomas (DLT)	TNA	[Management Accountant]	TNA
Caroline Ottaway-Searle (COS)	TNA	[Programme Support Office Manager]	TNA
Mary Gledhill (MG)	TNA	[Internal Communications Manager]	TNA
Carol Tullo (CT)	TNA	Chris Mumby (CM)	TNA
		[Strategic Business Change Manager]	TNA
		[Senior Project Manager]	TNA
		Valerie Johnson (VJ)	TNA
		[Curatorial Research Fellow]	TNA
		[Principal Record Specialist Manager - Modern Domestic]	TNA
		Jane Craigie-Payne (JCP)	TNA

Apologies: None

		Action
1.0	*Minutes and Matters Arising* *The minutes of the previous meetings held on the 30th October 2013 were reviewed and approved subject to minor changes.* 16/10/13: Overview of Resource – Grants Panel: VJ requested the Executive Team to provide research questions that they wished to answer by noon on Friday 1st November 2013. VJ to send reminder.	Done
	30/10/2013: 6+6 forecast and September financials: AW to provide an update on project investment spend in early December 2013.	Done
	AW to ask Paul Davies to provide an update on the emergency lighting project late November 2013.	Done
	OM requested MG to speak to [Senior Project Manager] regarding appropriate timing for closing out the WO 95 project and bringing a report to the Executive Team.	Done
	September Dashboard: CT to invite the legislation team to the Executive Team in order to update on progress and the plan in place.	Done
2.0	**October Dashboard** The Dashboard is a monthly reporting and monitoring mechanism for the Executive	

	Team. 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 for 2013-14 can be found in the 2011-15 Corporate Business Plan. [Programme Support Office Manager] took the Executive Team through the various metrics on the Dashboard. The Executive Team discussed the dashboard and made a number of comments including: Government: We noted that web continuity, 25.3 % increase in hits over October 2012. [Programme Support Office Manager] informed that this was related to more Government web closures and coupled with the increase in use by our largest user base, education, due to the new school term. Diversity metrics, COS explained that much progress had been made in this area. A diversity week was planned for January 2014 and regular reporting to the Executive Team and Management Board would be resumed when we have recruited to the role of Equality and Diversity co-ordinator. **The Executive Team noted the content of the Dashboard.**		
3.0	**Strategic Risk Register** The Strategic Risk register (SRR) is maintained by the Corporate Planning team on behalf of The National Archive's Executive Team. Contents of the Strategic Risk Register are formally reviewed on a quarterly basis by the Executive Team, Audit Committee and Management Board. Each strategic risk is owned by a member of the Executive Team. These high-level risks are taken into account in judgements about our medium to long-term goals, objectives and vision. CB introduced [Programme Support Office Manager] who explained that the Risk Register had last been reviewed on 24th July 2013. [Programme Support Office Manager] reviewed each of the risks in turn. The Executive Team discussed. **The Executive Team reviewed the Strategic Risk Register and requested a number of minor changes.**		
4.0	**October Financials** CB introduced [Management Accountant] who took the Executive Team through the report explaining any variances. **The Executive Team noted the content of the report.**		
5.0	**Executive Team Question Time – The Future** Executive Team Question Time is open to all staff at The National Archives and is an opportunity to put any questions staff have to the Directors. It is a very informal session with a rotating chair of either Chief Executive and Keeper or a Non-executive Director.		

	MG introduced [Internal Communications Manager] who explained that there were a number of suggestions from both the recent internal communications survey and the Internal Communications team as to how to improve and refresh Executive Team Question Time. The Executive Team discussed the options. It was agreed that Executive reports could be invited to chair. CB suggested that the Executive Team could be available after the session for a more informal discussion. Sample questions to be sent out with invites to staff. Less formal layout to be tested a well as new venues, themed sessions to be looked at. [Internal Communications Manager] to trial the use of live updates and comments from Executive Team Question Time on Narnia. **The Executive Team thanked** [Internal Communications Manager]**.**	
6.0	**Digitisation Processes & Infrastructure project** MG introduced CM to the Executive Team. In the first six months of 2013/2014, a *'Digitisation Processes & Infrastructure'* feasibility study was undertaken that was led by the Head of Commercial Delivery. This activity was driven by the recognised need to improve the way in which digitisation outputs are managed by the Commercial Reprographics and Licensing Teams. The intended outcomes of the feasibility study, as described in its Terms of Reference, were: • *To design new end-to-end business workflows that will ensure all digitisation outputs are delivered to clearly defined standards.* • *To determine new business rules for the sustainable management of these digitisation outputs.* • *To articulate costed options for supporting these new workflows and business rules through technical infrastructure improvements that represent good value for money. This will involve utilising The National Archives' existing network infrastructure where appropriate.* CM outlined the various options available. **The Executive Team agreed with the recommended option and thanked CM.**	
7.0	**Record Copying**	

	COS introduced [Senior Project Manager] and [Strategic Business Change Manager].		
	The Record Copying Service provides a means for offsite customers to obtain copies of documents. The service is required to operate on a full cost recovery basis.		
	[Senior Project Manager] outlined the current position and looked back at previous models. A core team were in the process of conducting a strategic review of Record copying in order to better position the service in the future.		
	The Executive Team thanked [Senior Project Manager] **and** [Strategic Business Change Manager] **for a thorough and interesting report.**		
8.0	**Grants Panel**		
	DLT introduced VJ and [Curatorial Research Fellow] and [Principal Record Specialist Manager - Modern Domestic].		
	The Research Team act as Chair and Secretariat for the Grants and Academic Support Panel (GASP) which meets twice a month to evaluate projects for which The National Archives (or its partners) wish to apply for grant funding or where we will be potentially endorsing the project. Once proposals are passed by GASP the Executive Team are asked to approve.		
	Pauper Prisons…Pauper Palaces (North East)		
	This project seeks the digitization and cataloguing of 33 pieces of MH 12: Poor Law Union Correspondence. These volumes (bound letters, reports, memos, forms, maps etc.) all relate to the North East of England. The National Archives catalogued 108 of these volumes between 2008-10 and the British Association for Local History (BALH) is currently running a project called Pauper Prisons… Pauper Palaces (Midlands).		
	The identified volumes will be digitised (through The National Archives framework agreement).		
	VJ to make it clear that the impact on departments box on the grants form relates to resource.	VJ	
	[Principal Record Specialist Manager - Modern Domestic] to speak to [Digital Preservation Services Manager] in order to ensure the correct meta data specification and formatting are used.	[Principal Record Specialist Manager - Modern Domestic].	
	The Executive Team agreed the proposal.		
9.0	**Staff Survey – Initial results**		
	CB advised that the results looked good over all and seemed to reflect everyone's hard work in response to last year's results. Further analysis to follow.		

	The Executive Team noted initial top level results.	
10.0	**Reclosure panel report** CT tabled the new reclosure report following discussion at the Executive Team meeting on 30/11/13. **The Executive Team noted the content of the report.**	
11.0	**AOB** CB gave a summary of the main points raised at the civil service event he attended the previous week at the Ministry of Justice. MG said that Chief Archivist and General Manager, Archives New Zealand was due to visit on Thursday 21st November. CT explained she had attended a meeting of the National Museum Directors Conference and had passed them CB's name ahead of a planned meeting in February. CB stated he was very keen to give feedback to the Executive Reports, as soon as was feasible, of the recent Management Board strategy meeting. **There being no other business the meeting was brought to a close.**	

Minutes

Title: Executive Team Meeting

Date of Meeting: 27 November 2013

Location: Blue Room, First Floor, Kew

Attendees:

Clem Brohier (CB - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
David Thomas (DLT)	TNA	Valerie Johnson (VJ)	TNA
Caroline Ottaway-Searle (COS)	TNA	Programme Support Office Manager	TNA
Mary Gledhill (MG)	TNA	Nancy Bell (NB)	TNA
	TNA	Lee Oliver (LMO)	TNA
		Colleague from Corporate Planning	TNA
		Susan Logan	TNA
		Baker Tilly representative	Baker Tilly

Apologies: Carol Tullo (CT)

1.0	***Minutes and Matters Arising***	**Action**
	The minutes of the previous meetings held on the 20th November 2013 were reviewed and approved subject to minor changes.	
2.0	**Grants Panel**	
	DLT introduced VJ and NB and explained that the Executive Team had requested this application return for discussion.	
	The Research Team act as Chair and Secretariat for the Grants and Academic Support Panel (GASP) which meets twice a month to evaluate projects for which The National Archives (or its partners) wish to apply for grant funding or where we will be potentially endorsing the project. Once proposals are passed by GASP the Executive Team are asked to approve.	
	Creativity Released: Victorian Ornamental Designs in The National Archives	
	This is an application for a Creative Voucher under the partnership *CreativeWorks London* (a Knowledge Exchange Hub funded by the AHRC) consisting of 38 London institutions – including The National Archives.	
	Applications, made by the creative partner, must have the support of the institutional partner (The National Archives). The vouchers are for up to £15,000: 1/3 to the creative partner; 2/3 to the institution.	
	ET would like to see a more strategic approach to the development and funding of the records series proposed for this bid. After discussion, it was therefore decided not to support this particular bid and to ask NB to write a draft plan for the potential funding of this series.	
	This approach would also fit with the direction in which VJ would like to take grants: that of identifying priority projects for the coming year and focussing the efforts of the Research Team towards supporting staff in writing bids and finding funding for these projects.	
	The Creativeworks application will be withdrawn	
3.0	**2nd Quarterly Complaints Review Recommendations Report**	
	COS introduced LMO.	
	LMO explained that following a lengthy and complex complaint in 2012, the Independent Complaints Reviewer made the following recommendation:	
	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.	
	LMO informed that this quarterly report is intended to fulfil the second part of the above recommendation.	
	The report includes all recommendations that were live during the period.	

	LMO took the Executive Team through the report. The Executive Team noted that all outstanding actions had been completed by the end of October 2013. LMO advised that the Advice and Records Knowledge department now had in place as robust a system to deal with letters as it had with emails. **The Executive Team noted the content of the report and thanked LMO.**	
4.0	**Executive Team – terms of reference** Programme Support Office Manager introduced this item and provided background explaining the need for the Terms of Reference to be updated annually. There was a clear requirement to update the Terms of Reference to reflect the current team. PJM to draft new terms of reference for Executive Team to reflect the current position, to be followed by a review of the Management Board terms of reference in 2014. **The Executive Team thanked the Programme Support Office Manager.**	
5.0	**Outstanding Internal Audit Recommendations** CB welcomed a colleague from Corporate Planning, the Baker Tilly representative and SL. Each year we commission a programme of audit work from the Internal Audit Team which will typically cover specific business areas, processes and current risks and may include follow-ups on previous audits. The audit programme for each year is agreed by The National Archives' Audit Committee, but may be changed in response to our changing assurance needs. Internal Audit reports typically contain an overall rating to the area that was audited and recommendations for strengthening controls. Audit recommendations will be assigned a high, medium or low priority. CorporatePlanning informed the Executive Team that all due recommendations had been completed except for 1.12. CB asked if the Executive Team could assist delivery in any way. After discussion it was agreed to extend the deadline to May 2014 to enable a realistic time for the completion of all actions. **The Executive Team noted the content of the report.**	
6.0	**Internal Audit Progress Report** The internal audit plan had been approved by the Audit Committee in February 2013 and this report provided an update on progress made against that plan. Baker Tilly representative informed the Executive Team that two reports had been signed off and were ready for Audit Committee. These were: • Implementation of MyHR • Public complaints	

	Baker Tilly stated that in the case of Public complaints processes many changes had already been implemented as a consequence of an Internal Complaints Review in 2012.	
	CB stated that the 2nd Quarterly Complaints Review Recommendations Report had been reviewed by the Executive Team earlier and it was noted all actions were completed and written complaints were now dealt with the same service level as emails.	
	The Executive Team noted the content of the report.	
7.0	**Management Board – Agenda**	
	The Executive Team discussed the agenda for forthcoming Management Boards.	
	Strategic risks to be more fully discussed at the December Board with an external specialist to be invited to a Board in early 2014.	DLT
	The January Board to be focused on risk management.	
8.0	**AOB**	
	COS reported that the 'Explore your Archive' day had gone well, and both she and MG agreed it would be useful to do a lessons learned review of the event.	
	DLT stated that a very successful SIRO awareness session on fraud had been held at the Institute of Mechanical Engineers.	
	DLT had hosted a representative from the Afghanistan Archives and had learned of the very different challenges they face.	
	Executive Team welcomed the feedback provided by Executive Reports during the recent workshop.	
	There being no other business the meeting was brought to a close.	