

# Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 2 October 2013  
**Location:** Blue Room, First Floor, Kew

**Attendees:**

Oliver Morley (OM)	TNA	Patrick Mallett (PJM – minutes)	TNA
Clem Brohier (CB)	TNA	Julie Lennard (JL)	TNA
David Thomas (DLT)	TNA	[Writer / Researcher]	TNA
Caroline Ottaway-Searle (COS)	TNA	[Datasets Specialist (Making Public Data Public)]	TNA
		[Information Manager]	TNA

**Apologies:** Carol Tullo (CT), Mary Gledhill (MG)

1.0	<b><u>Minutes and Matters Arising</u></b>	<b>Action</b>
	<p><i>The minutes of the previous meetings held on the 18<sup>th</sup> September 2013 and 25<sup>th</sup> September were reviewed and approved.</i></p> <p>18/9/13:<u>First quarter Complaints Report</u>: OM requested that it be made clear in the report where complaints were in terms of their progress.</p>	LMO
2.0	<p><b><u>AOB</u></b></p> <p>CB advised the first batch of the Civil Service Common Access Pass would be distributed next week with two further phases planned.</p> <p>COS was pleased to inform the Executive Team that we have retained the Customer Service Excellence mark for another year.</p> <p>COS reminded the Executive Team that the Staff Survey was now up and running until the 20<sup>th</sup> October.</p> <p><b>There being no other business the meeting was brought to a close.</b></p>	

# Minutes

**Title:** Executive Team Meeting  
**Date of Meeting:** 16 October 2013  
**Location:** Blue Room, First Floor, Kew

**Attendees:**

Oliver Morley (OM)	TNA	Patrick Mallett (PJM – minutes)	TNA
Clem Brohier (CB)	TNA	Julie Lennard (JL)	TNA
David Thomas (DLT)	TNA	Marcia Jackson (MJ)	TNA
Caroline Ottaway-Searle (COS)	TNA	[Standards & Information Policy Manager]	TNA
Carol Tullo (CT)		Valerie Johnson (VJ)	TNA
Mary Gledhill (MG) [arrived during item 6]		Paul Davies (PD)	TNA
		[Development Manager]	TNA
		Amanda White (AW)	
		[HR Manager]	TNA
		[Standards Manager]	
		[Public Records and Information Policy Manager]	
		Jim Wretham (JW)	TNA
		[Programme Support Office Manager]	TNA

**Apologies:** None

<p><b>1.0</b></p>	<p><b><u>Minutes and Matters Arising</u></b></p> <p><i>The minutes of the previous meetings held on the 2<sup>nd</sup> October 2013 were reviewed and approved.</i></p> <p>18/9/13: <u>First quarter Complaints Report</u>: OM requested that it be made clear in the report where complaints were in terms of their progress.</p>	<p><b>Action</b></p> <p>Done</p>
<p><b>2.0</b></p>	<p><b><u>Information Management Assessment (IMA) Update</u></b></p> <p>CT introduced [Standards &amp; Information Policy Manager] and [Standards &amp; Information Policy Manager] explained that It had been agreed that the IMA team would provide a biannual update to the Executive Team on progress of the programme. This first biannual IMA update covers the period April 2013 to the present. The IMA programme is the best practice model for government departments wishing to demonstrate a high level of commitment to managing their information.</p> <p>[Standards &amp; Information Policy Manager] gave an outline of IMAs undertaken: The Skills Funding Agency, The Department for Business, Innovation and Skills and The Cabinet Office.</p>	

	<p>The Ministry of Defence IMA report and short form action plan was published on 14 July. Action plan monitoring was reviewed as well as planned future IMAs and action plan reviews.</p> <p>CB commented that the update had been very useful and asked how seriously departments take our advice on best practice.</p> <p>MJ informed the Executive Team that KIM teams in departments had now got real traction and much positive feedback had been received on the ability to instil change.</p> <p>CT explained that a key aspect of the approach was that each assessment had a sponsor at board level in order to maintain engagement.</p> <p>OM stated that this resulted in Senior Management being aware of issues around information management.</p> <p>OM requested MJ add a department 'still to do' section to future IMA reports.</p> <p><b>The Executive noted the content of the report.</b></p>	<b>MJ</b>
<p><b>3.0</b></p>	<p><b><u>Overview of Resource – Grants Panel</u></b></p> <p>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.</p> <p>DLT introduced VJ who had been asked to brief the Executive Team on current grants and funding commitments and to look at those that are pending.</p> <p>VJ advised that there had been a shift towards involvement by many departments across the organisation rather than a focus on the Advice and Records Knowledge department (ARK).</p> <p>VJ advised that of the current commitments we were leading 5 out of 12 and of the pending commitments we would lead on 5 of 8.</p> <p>VJ explained that where the project was below £1K or was simply asking for a letter of support the grants panel could decide without seeking Executive Team approval. VJ is aiming to move towards greater planning of proposals, clarity around roles and responsibilities in order to increase the strength of bids and thus increasing the chance of success. Moving from an ad hoc approach to a more structured application process across the year.</p> <p>VJ requested the Executive Team to provide research questions that they wished to answer by noon on Friday 1<sup>st</sup> November 2013. VJ to send reminder.</p> <p>OM requested that total financial resource commitment was shown as well as staff resource.</p>	<b>All</b>  <b>VJ</b>

	<p>VJ to show added value of the project and who is providing the funding. Once changes are made the second draft to be discussed at Management Board.</p> <p><b>OM thanked VJ for the overview.</b></p>	<p><b>VJ</b></p>
<p><b>4.0</b></p>	<p><b><u>Cooling Towers – Business Case</u></b></p> <p>CB introduced PD, AW and [Development Manager] explaining that this project aimed to replace the two existing wet cooling towers with new cooling towers. Recovery in the building industry resulted in a significantly higher price than was estimated 18 months ago.</p> <p>PD outlined the recommended option, Enhanced Replacement option.</p> <p><b>The Executive Team agreed the proposal with reduced costs and thanked PD, AW and [Development Manager].</b></p>	
<p><b>5.0</b></p>	<p><b><u>Managing Performance</u></b></p> <p>COS introduced [HR Manager] and explained that this was coming to the Executive Team in order to give an overview of the work carried out around managing the performance of staff at The National Archives.</p> <p>[HR Manager] informed the Executive Team that due to the confidential nature of much of the work relating to conduct, attendance and capability there was a lack of visibility.</p> <p>[HR Manager] explained that managers were encouraged to act quickly when there were performance issues and the processes available would then be employed. A clear consistent and transparent approach is used.</p> <p>The work done in this area had helped the organisation achieve its objectives and The National Archives has good rates of attendance compared to both private and public sector businesses.</p> <p>PJM to distribute paper to the Executive team for cascade.</p> <p><b>OM thanked [HR Manager] for an interesting and useful report. [HR Manager] to report back bi-annually.</b></p>	<p><b>Done</b></p> <p><b>[HR Manager]</b></p>
<p><b>6.0</b></p>	<p><b><u>PSI Directive Transposition options</u></b></p> <p>COS introduced MJ, JW, [Standards Manager] and [Public Records and Information Policy Manager]. CT explained that the next steering board was due to take place next Friday and this was seen as an opportunity to gather evidence and share initial thinking.</p> <p>[Standards Manager] gave an update on progress made on identifying regulatory options for transposition. The overriding aim was to ensure an outcome that was effective, proportionate and low cost. There are four possible options. Next steps are to do further research and analysis, particularly on costs.</p>	

	<p>[Public Records and Information Policy Manager] outlined the preliminary assessment of the policy and legal issues that need to be considered by the Steering Board ahead of the transposition of the PSI Directive. The key Legislative, Jurisdictional and Regulatory issues were looked at.</p> <p>Both these papers would be developed further with the input of the PSI Steering Board ahead of being raised at Management Board.</p> <p>OM suggested that the size of the project may have been underestimated and asked the team to consider what resources would be required.</p> <p><b>The Executive team noted the content of the papers and thanked the team for the update.</b></p>	
7.0	<p><b><u>Review of Strategic Objectives for continued relevance</u></b></p> <p>CB introduced [Programme Support Office Manager] to the Executive Team.</p> <p>'For the Record. For Good.' sets out our long-term business plan for 2011-15, and our strategic priorities for this four-year period. The second part of the document includes our specific business priorities for 2013-14, and this section is updated annually to ensure that we are open and transparent in our plans, our progress, and most importantly how we are spending public money.</p> <p><b>The Executive Team reviewed the Business Plan and agreed no changes were needed.</b></p>	
8.0	<p><b><u>AOB</u></b></p> <p><b>There being no other business the meeting was brought to a close.</b></p>	
	<p><b><u>Cascade</u></b></p> <ul style="list-style-type: none"> <li>• IMA's: Significant IMA's undertaken at The Department for Business, Innovation and Skills and The Cabinet Office.</li> <li>• Overview of Resource – Grants Panel: Impressive sweep of projects across the organisation and good level of leadership.</li> <li>• Cooling Towers: approved with reduced cost levels.</li> <li>• PSI Directive Transposition: sharing of initial evidence with the move to a more formalised project.</li> </ul>	

**Title:** Executive Team Meeting  
**Date of Meeting:** 23 October 2013  
**Location:** Blue Room, First Floor, Kew  
**Attendees:**

Oliver Morley (OM)	TNA	Patrick Mallett (PJM – minutes)	TNA
Clem Brohier (CB)	TNA	Julie Lennard (JL)	TNA
David Thomas (DLT)	TNA	Lee Oliver (LMO)	TNA
Caroline Ottaway-Searle (COS)	TNA	[Senior Project Manager]	TNA
Mary Gledhill (MG)	TNA	Mark Davis (MD)	TNA
		[Digital Preservation Advice Service Manager]	TNA
		Rachael Corver (RC)	TNA
		[Marketing Manager]	TNA

**Apologies:** Carol Tullo (CT)

1.0	<b><u>Minutes and Matters Arising</u></b>	<b>Action</b>
2.0	<p><b><u>Visitor Numbers</u></b></p> <p>COS introduced LMO explaining that LMO was to present a report into visitor numbers, who visits and whether or not any conclusions can be drawn from the data.</p> <p>LMO explained that data were available going back to 1962/1963 and was taken primarily from the following sources:</p> <ul style="list-style-type: none"> <li>• Barrier stats covering visitors to Kew to January 2008</li> <li>• Barrier stats for the Document reading room and Map room</li> <li>• Document Production stats</li> </ul> <p>LMO informed the Executive Team that spikes could be seen around the time of census releases. Public document production from April 2008 to September 2013 showed clearly the seasonal fluctuations with peak activity during July and August, this relating to academic research.</p> <p>The drop in production over 2012/2013 clearly demonstrated the 'Olympic effect'.</p>	<p><i>The minutes of the previous meetings held on the 16<sup>th</sup> October 2013 were reviewed and approved subject to minor changes.</i></p> <p>16/10/13: Information Management Assessment (IMA) Update: OM requested Marcia Jackson add a department 'still to do' section to future IMA reports. MJ</p> <p>Overview of Resource – Grants Panel: Valerie Johnson requested the Executive Team to provide research questions that they wished to answer by noon on Friday 1<sup>st</sup> November 2013. VJ to send reminder. All</p>

	<p>LMO explained that document production had remained stable, use of open access sources had declined and document download levels had increased significantly.</p> <p>OM informed that it was originally assumed the drive to digital would reduce demand for the physical yet demand for physical records remains broadly unchanged.</p> <p><b>The Executive noted the content of the report.</b></p>	
<p><b>3.0</b></p>	<p><b><u>Procurement Savings Summary</u></b></p> <p>The overarching purpose of The National Archives procurement function over the next three years is to work in partnership with the business to deliver significant, sustainable reductions in this expenditure and to consistently achieve best value for money by securing the optimum combination of quality and effectiveness from our suppliers for the least outlay.</p> <p>CB introduced [Senior Project Manager] and MD who gave an update on procurement savings made, year to date and projected savings in 2013/2014 to 2012/13 expenditure baseline.</p> <p>MD praised the leadership and engagement across the organisation in helping to facilitate these savings.</p> <p>[Senior Project Manager] stated that a commercial legal provider had been settled on.</p> <p>[Senior Project Manager] explained that at directorate level 6 months foresight of renewal timings was being given in order to extract maximum benefit from procurement input.</p> <p>MD explained that individual accounts on IPOS had been reduced from over 1000 to 541.</p> <p><b>The Executive Team noted the update.</b></p>	
<p><b>4.0</b></p>	<p><b><u>Increased life expectancy paper</u></b></p> <p>DLT introduced [Digital Preservation Advice Service Manager].</p> <p>[Digital Preservation Advice Service Manager] explained that the current 100 year rule operated with very little risk of negative impact occurring when opening records.</p> <p>As individuals are living longer it may be the case that the application of the 100 year rule may need to be looked at. This along with a number of developments such as the FOI act, DPA, 20 year rule and big data meant it was prudent to review the closure of personal records.</p> <p>[Digital Preservation Advice Service Manager] gave a brief outline of the report.</p> <p>DLT advised that with the increased use of data linking many more records were</p>	

	<p>released. At some point in time there needs to be a change put first to Management Board then Advisory Council.</p> <p>[Digital Preservation Advice Service Manager] to investigate further potential solutions through option 3.</p> <p>DLT to form a small group to provide support on the process going forward.</p> <p><b>The Executive Team agreed on option 3, a tiered approach and thanked [Digital Preservation Advice Service Manager] for an interesting and informative paper.</b></p>	<p>[Digital Preservation Advice Service Manager]</p> <p>DLT</p>
5.0	<p><b><u>AOB</u></b></p> <p>DLT informed the Executive Team that on Monday 21<sup>st</sup> October we were subject to an attack via our @psi.gov.uk. email address.</p> <p><b>There being no other business the meeting was brought to a close.</b></p>	
	<p><b><u>Cascade</u></b></p> <ul style="list-style-type: none"> <li>• Visitor numbers: The Executive Team were presented with an interesting presentation using raw data, trends were highlighted</li> <li>• Procurement Savings: Impressive results highlighted a strong approach and engagement across the organisation</li> <li>• Increased life expectancy: Excellent research into future increased life expectancy</li> </ul>	

# Minutes

**Title:** Executive Team Meeting

**Date of Meeting:** 30 October 2013

**Location:** Blue Room, First Floor, Kew

**Attendees:**

Oliver Morley (OM)	TNA	Patrick Mallett (PJM – minutes)	TNA
Clem Brohier (CB)	TNA	Julie Lennard (JL)	TNA
David Thomas (DLT)	TNA	Stuart Abraham (SA)	TNA
Caroline Ottaway-Searle (COS)	TNA	[FOI Manager]	TNA
Mary Gledhill (MG)	TNA	[FOI Assessor]	TNA
Carol Tullo (CT)	TNA	[FOI Researcher]	TNA
		Alison Webster (AWe)	TNA
		Amanda White (AW)	TNA
		[Management Accountant]	TNA
		[Programme Support Office Manager]	TNA
		[Senior Project Manager]	TNA

**Apologies:** None

<p><b>1.0</b></p>	<p><b><u>Minutes and Matters Arising</u></b></p> <p><i>The minutes of the previous meetings held on the 16<sup>th</sup> October 2013 were reviewed and approved subject to minor changes.</i></p> <p>16/10/13: Information Management Assessment (IMA) Update: OM requested MJ add a department 'still to do' section to future IMA reports.</p> <p>Overview of Resource – Grants Panel: VJ requested the Executive Team to provide research questions that they wished to answer by noon on Friday 1<sup>st</sup> November 2013. VJ to send reminder.</p>	<p><b>Action</b></p>   <p>Done</p>  <p>All</p>
<p><b>2.0</b></p>	<p><b><u>Reclosure Panel</u></b></p> <p>CT introduced SA, [FOI Manager], [FOI Researcher]and [FOI Assessor] to the Executive Team.</p> <p>The National Archives has a published Takedown and Reclosure policy available on our website. The policy describes the circumstances in which information in open records may be subsequently closed by The National Archives. It applies to records (including digital records) that have been transferred to The National Archives for preservation as archives.</p> <p>It is extremely rare that an open record is subsequently closed to public access, but there are circumstances in which this may occur. The policy explains the current approach.</p> <p>[FOI Manager] explained that approval was being sought for the governance involved, the new public reporting mechanism and a number of small amendments to the policy so as to provide clarification after receiving feedback from the public.</p> <p>[FOI Manager] gave a brief outline of the paper which had already been distributed to the Executive Team for review.</p> <p>OM advised that the Executive Team should be regularly informed of the outcomes of reclosure panel for acknowledgement and oversight. Where a particularly difficult or important issue needed a decision the Executive Team should be part of the decision process.</p> <p><b>The Executive noted the content of the paper and agreed the changes.</b></p>	
<p><b>3.0</b></p>	<p><b><u>Finance and Planning</u></b></p> <p>CB introduced AWe, [Management Accountant], [Programme Support Office Manager], AW and [Senior Project Manager].</p> <p><u>6+6 forecast and September financials</u></p> <p>The Executive Team were being asked to note the 6+6 forecast, identified risk and</p>	

	<p>opportunities, items of discretionary spend and agree the proposed allocation of funding that has been identified through the 6+6 forecast process.</p> <p>AW informed the Executive Team that depreciation and capital additions would be ok against next years targets however we may need to revisit the figures for 2015-2016.</p> <p>AW to provide an update on project investment spend in early December 2013.</p> <p>Paul Davies (Head of Estates and Facilities) to provide an update on the emergency lighting project late November 2013.</p> <p><b>The Executive Team noted the 6+6 forecast and the September Financials.</b></p> <p><u>Quarter 2 projects report</u></p> <p>[Senior Project Manager] reviewed the First Quarter project report with the Executive Team.</p> <p>OM requested MG to speak to DA regarding appropriate timing for closing out the WO 95 project and bringing a report to the Executive Team.</p> <p><b>The Executive Team noted the content of the report and the requested changes / actions.</b></p> <p><u>September Dashboard</u></p> <p>The Dashboard is a monthly reporting and monitoring mechanism for the Executive Team.</p> <p>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 where achievement is under threat and where some remedial action may be necessary.</p> <p>Performance Indicators for 2013-14 can be found in the 2011-15 Corporate Business Plan.</p> <p>[Programme Support Office Manager] took the Executive Team through the various metrics on the Dashboard.</p> <p>OM highlighted the fact that the number of researched amendments to be incorporated continued to rise and asked when this trend would reverse.</p> <p>CT to invite the legislation team to the Executive Team in order to update on progress and the plan in place.</p> <p><b>The Executive Team noted the September Dashboard.</b></p>	<p><b>AW</b></p> <p><b>PD</b></p> <p><b>MG / [Senior Project Manager]</b></p> <p><b>CT</b></p>
<p><b>4.0</b></p>	<p><b><u>AOB</u></b></p> <p>On behalf of the executive team, CB thanked OM for his significant contribution to The National Archives as Chief Executive and Keeper, noting that he had steered The National Archives through a demanding Spending Review and had greatly increased its capacity to meet future challenges.</p>	

	<b>There being no other business the meeting was brought to a close.</b>	
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