

## **Management Board meeting summaries**

### **Summaries for The National Archives Publication Scheme**

**September 09**

#### TNA 2020 presentation and strategic discussion

The Director of Customer and Business Development presented an analysis supporting early thinking around the feasibility, risks and opportunities of alternative options to develop a sustainable operating model for The National Archives.

The Board went on to review the implications of the analysis and to consider a direction for future discussion. The challenges, mostly affecting storage and public facing service operations at Kew, were highlighted as follows:

- Budgetary pressure related to general decline in public sector spending.
- Greater pressure to be as environmentally sustainable as possible.
- A need to deal with greater volumes of archive material and an ongoing trend of increased physical productions.

The Board also noted that:

- The current onsite operating model produces more physical records for researchers, offers more document delivery hours than any other national archive and maintains a high level of customer satisfaction.
- The success of The National Archives strategy to increase online content and remote access has created a significant new audience interested in family history.

The Board acknowledged that:

- The current digitisation programme delivers an online content of 3 – 5% of the collection.
- A digitisation investment in the region of £240m would be required to theoretically reduce onsite production by 22%
- There was no guarantee that increased digitisation would reduce onsite document production.
- Document production would need to decrease substantially (possibly by up to 50%) to shift the business model.

Following discussion the Board agreed that it was important to review options strategically with stakeholders, concluding that these are likely to be centred on our existing services and costs, rather than a radical change of business model.

#### The National Archives Brand review

In a discussion led by the Director of Customer and Business Development the Board reviewed and debated, from a marketing perspective, all brands currently used for targeting wider government and general public use. The aim of the review was to clarify and establish a coherent brand positioning for all audiences.

The Board went on to agree that the position going forward should be unambiguous.

The distinction between The National Archives' legal entity and brand identity must be clearly implemented across the organisation.

An action plan and timescale for delivery was agreed by the Board.

#### Strategic risk register

The Board noted that Directors completed a review of the strategic risk register and the organisation's risk appetite at the Executive Team meeting on 23 September 09.

Following the Board discussion around high priority risks, the Board concluded that risk management is being proactively managed across business areas.

The TNA 2010 risk register and project update review will be raised as an agenda item at the next Audit Committee meeting in October 09.