

| | | |
|---|--|----------------------|
| Date of Meeting: 07/04/2021 at 10am | Location: Held via Video Conference (VC) | THE |
| Title: Executive Team Meeting | | NATIONAL ARCHIVES |
| ATTENDEES | | |
| Val Johnson (VJ) - Director of Research and Collections (Chair) | Governance Coordinator (Minutes) | |
| Emmajane Avery (EJA) - Director of Public Engagement | - Service Owner: Digital Archiving Infrastructure, Digital Archiving (Item 2) | |
| Neil Curtis (NC) - Chief Operating Officer | - Senior Project Manager (Item 3) | |
| Paul Davies (PD) - Operations Director | - Event Manager, Events and Exhibitions (Item 4) | |
| Lucy Fletcher (LF) - Director for Public Records Access and Government Services | - Head Of Events & Exhibitions (Item 4) | |
| Jeff James (JJ) - Chief Executive and Keeper | Helen Potter (HP) - Head of FOI Centre, Information Rights (Item 5) | |
| John Sheridan (JS) - Digital Director | - Head of FOI Centre (Item 5) | |
| | Gemma Maclagan Ram (GMR) - Head of Licensing, Publishing and Digitisation (Item 5) | |
| Helen Farmer (HF) - Head of Private Office | Malcolm Todd (MT) - Head of Policy (Items 4 & 5) | |
| | - Media Manager, Marketing and Communications (Item 6) | |

| | | |
|-------------------------|--|------------------|
| APOLOGIES: None. | | |
| | | Action by |
| 1.0 | <u>Minutes and Matters Arising</u> | |
| 1.1 | There were no declarations of interest. | |
| 1.2 | The Executive Team (ET) reviewed the minutes of the previous meeting, held on 24 March 2021, which were approved, subject to amendments. | |
| 1.3 | ET reviewed and updated the Action Log. | |
| 2.0 | <u>Extending the life of our digital archive storage service</u> | |
| 2.1 | JS introduced the discussion. | |

| | | |
|-----|---|-----------|
| 2.2 | The operational and financial benefits of updating the technology were explained, and procurement timeframes clarified. | |
| 2.3 | There was an acknowledgement of the risks; ET was assured that recruitment is underway to support the project, and any period of disruption will be minimal. | |
| 2.4 | The importance of sufficient progress by the next Spending Review (SR) was highlighted, as well as the need to be mindful of Treasury expectations regarding expenditure. | |
| 2.5 | ET was supportive of the proposal, and had ratified it by write-round on 29 March 2021. | |
| 3.0 | <u>Terms of Reference for the Digital Archiving Infrastructure Programme Board</u> | |
| 3.1 | JS introduced the discussion. | |
| 3.2 | Programme governance and financial management were explained: a Green Book business case will provide a framework; the Programme Board will oversee spend, resourcing and procurement. | |
| 3.3 | There were enquiries about the Programme Board's relationships with The National Archives' governing bodies, and the responsibilities of the Principal Accounting Officer (PAO). | |
| 3.4 | The importance of clear progress ahead of the next SR was emphasized, with a reminder that milestones would help to track progress regarding strategic intents. | |
| 3.5 | ET confirmed support for the proposed governance, with a write-round to follow regarding specific arrangements. | JS |
| 4.0 | <u>Future events strategy</u> | |
| 4.1 | EJA introduced the discussion, seeking an agreement in principle for 1 of 3 proposed pay models. | |
| 4.2 | It was explained that the previous year had provided evidence for the feasibility of a pay model for selected online events, which many cultural organisations are already doing. | |
| 4.3 | Risks were identified and considered, and the strategic importance of specific, timely communications pointed out. | |
| 4.4 | The implications of the recommended pay model were discussed. This included consideration of Treasury guidelines, statutory obligations, and the sustainability of the model, as we develop our offering. | |
| 4.5 | <u>DECISION:</u> ET was supportive of the proposed pay model in principle. | |

| | | |
|-----|--|---------------------------|
| 4.6 | <u>ACTION:</u> EJA to lead further offline discussions of possibilities regarding implementation, and secure final approval with JJ as PAO. | <u>EJA/ MT</u> |
| 5.0 | <u>1921 Census - FOI considerations</u> | |
| 5.1 | LF introduced the discussion. | |
| 5.2 | The challenges of the potential Freedom of Information (FOI) burden were outlined, and the strategic importance of communication with stakeholders was emphasized. | |
| 5.3 | ET was assured that the project is on schedule - recent stretch targets had been met, and the full team would be back onsite from the 12 th of April 2021. There is still some risk of delay. | |
| 5.4 | The recommended approach was considered in terms of value for public money, and the suitability of alternatives. | |
| 5.5 | Logistical eventualities were clarified. | |
| 5.6 | ET deliberated on statutory and regulatory considerations. | |
| 5.7 | <u>DECISION:</u> ET supported the recommended approach. | |
| 5.8 | <u>ACTION:</u> Further work on the recommended approach, to be presented to the Board later in 2021. | <u>LF</u> |
| 5.9 | <u>ACTION:</u> LF and GMR to collaborate on GMR's monthly update to the Board. | <u>LF/ GMR</u> |
| 6.0 | <u>Verbal update - Media</u> | |
| 6.1 | The Media Manager updated ET on recent and unfolding media developments. JJ left the meeting. | |
| 6.2 | Updates concerned: <ul style="list-style-type: none"> • The MoD service personnel records project. | |
| 6.3 | <u>DECISION:</u> ET agreed to reintroduce regular verbal updates from Media and Communications, to precede discussion of any other business. | |
| 7.0 | <u>Diaries / Any Other Business</u> | |
| 7.1 | LF provided an update on an enquiry relating to Ministry of Justice records relating to Sir Malcolm Arnold. | |

| | | |
|-------|---|--|
| 7.2 | EJA's update concerned a scheduled meeting with the Department for Digital Culture Media and Sport (DCMS), to discuss public engagement planning for cultural events in 2022. | |
| 7.3 | <u>Update on reopening Kew</u> | |
| 7.3.1 | Timeframes and arrangements to finalise the necessary decisions were discussed and clarified. | |
| 7.3.2 | ET considered what guidance to share with the archive sector, to facilitate decision-making for individual archives. | |
| 7.3.3 | <u>There being no further business, the meeting was brought to a close at 12:52.</u> | |

| | | |
|---|--|--|
| Date of Meeting: 14/04/2021 at 10am | Location: Held via Video Conference (VC) | THE |
| Title: Executive Team Meeting | | NATIONAL ARCHIVES |
| ATTENDEES | | |
| Lucy Fletcher (LF) - Director for Public Records Access and Government Services (Chair) | Governance Coordinator (Minutes) | |
| Emmajane Avery (EJA) - Director of Public Engagement | | |
| Neil Curtis (NC) - Chief Operating Officer | (Item 2 and 3) | - Corporate Performance Manager |
| Paul Davies (PD) - Operations Director | | - Corporate Performance Manager (Item 2 and 3) |
| Jeff James (JJ) - Chief Executive and Keeper | | |
| John Sheridan (JS) - Digital Director | | - Media Manager, Marketing and Communications (Item 4) |
| | | |
| Helen Farmer (HF) - Head of Private Office | | |
| APOLOGIES: Val Johnson (VJ) - Director of Research and Collections; John Sheridan (JS) - Digital Director. | | |
| | | Action by |
| 1.0 | Minutes and Matters Arising | |
| 1.1 | There were no declarations of interest. | |
| 1.2 | The Executive Team (ET) reviewed the minutes of the previous meeting, held on 7 April 2021, which were approved, subject to amendments. | |
| 1.3 | ET reviewed and updated the Action Log. | |
| 2.0 | Quarter 4 Business Priorities Update | |
| 2.1 | JS joined the meeting. | |
| 2.2 | PD introduced the discussion, reminding ET that we are halfway through the two-year business plan for the period 2020-22. | |
| 2.3 | ET discussed the progress made on each of the business priorities, and clarified what to emphasize and focus on when these updates are presented to the Board. | |

| | | |
|-----|---|--|
| 2.4 | Status markings were clarified, discussed and amended appropriately. | |
| 2.5 | <p>Notable developments:</p> <ul style="list-style-type: none"> • Achieved the end of March 2021 milestone of identifying and recording all EU Exit amendments that were made prior to IP Completion Day. • New partnerships in development. • Further funding successes, including progress on the establishment of a new Grants and Funding Office. • Progress in discussions with Her Majesty's Treasury. • Successful completion of the work of the Covid Archives Fund, which awarded £500,000 to 25 organisations across the United Kingdom. • Inclusive Archive Strategy published. Staff Racial Equality Network established. • The recent appointment of a new Non-Executive Board Member through Inclusive Boards, the UK's leading executive search agency specialising in diversity and inclusion at governance level. | |
| 2.6 | Metrics were also mentioned, with the aim of reviewing them. | |
| 2.7 | ET agreed upon all amendments to updates and status markings relating to business priorities. | |
| 3.0 | <u>Draft Strategic Intent dashboard</u> | |
| 3.1 | It was suggested that quarterly metrics should be strategic, and monthly metrics would be useful at an operational level. | |
| 3.2 | There was also an emphasis on the need to be mindful of the government's perspective when assessing organisational performance. | |
| 3.3 | It was noted that the utility of measurable goals had been a major theme of the Internal Audit Report. | |
| 3.4 | Milestones were also noted as being crucial for tracking the progress of strategic intents. | |
| 3.5 | Queries regarding the accompanying notes were clarified. | |
| 3.6 | <u>ACTION:</u> PD, NC and Corporate Performance to do further work on metrics for measuring the progress of strategic intents. | |
| 4.0 | <u>Verbal update - Media</u> | |
| 4.1 | The Media Manager reported that the weekly Newsletter, circulated to approximately 300,000 recipients, would be announcing the availability of the booking system, starting from 19 April, and the option to sign an online condolence book for the Duke of Edinburgh. | |
| | | |

| | | |
|--|---|--|
| 5.0 | <u>Diaries / Any Other Business</u> | |
| 5.1 | NC's update concerned recent communication from Lord Agnew, the Minister for Efficiency and Transformation. | |
| 5.1.1 | JJ reminded Directors of the need to consider and align their objectives. | |
| 5.1.2 | EJA's update concerned participation in an upcoming radio broadcast relating to Kids in Museums. | |
| There being no further business, the meeting was brought to a close at 12:19. | | |

| | | |
|---|--|----------------------|
| Date of Meeting: 28/04/2021 at 10am | Location: Held via Video Conference (VC) | THE |
| Title: Executive Team Meeting | | NATIONAL ARCHIVES |
| ATTENDEES | | |
| Jeff James (JJ) - Chief Executive and Keeper (Chair) | Governance Coordinator (Minutes) | |
| Emmajane Avery (EJA) - Director of Public Engagement | - Interim Head of Finance (Item 2) | |
| Neil Curtis (NC) - Chief Operating Officer | - Corporate Performance Manager (Item 3, 4 and 5) | |
| Paul Davies (PD) - Operations Director | - Guest (Item 3) | |
| Lucy Fletcher (LF) - Director for Public Records Access and Government Services | - Guest (Item 3) | |
| Val Johnson (VJ) - Director of Research and Collections | - Head of Estates & Facilities (Item 6) | |
| John Sheridan (JS) - Digital Director | - Senior Project and Business Change Manager (Item 6) | |
| | Catherine Elliot (CE) - Head of Digital Services (Item 7) | |
| Helen Farmer (HF) - Head of Private Office | - Media Manager, Marketing and Communications (Item 8) | |
| APOLOGIES: None. | | |
| | | Action by |
| 1.0 | <u>Minutes and Matters Arising</u> | |
| 1.1 | There were no declarations of interest. | |
| 1.2 | The Executive Team (ET) reviewed the minutes of the previous meeting, held on 14 April 2021, which were approved, subject to minor amendments. | |
| 1.3 | ET reviewed and updated the Action Log. | |
| 2.0 | <u>March Financials</u> | |
| 2.1 | NC introduced the discussion. | |
| 2.2 | There was an acknowledgement of the underspend figure and recognition of savings from the February management accounts. | |

| | | |
|-----|--|----------------|
| 2.3 | There was also recognition that the business can improve its expenditure forecasting and that the management reporting and business partnering could be developed. | |
| 2.4 | ACTION: Directors, budget holders and the finance team to improve forecasting of income and expenditure and the management of variances. | ALL |
| 3.0 | <u>BDO Internal Audit Progress Report</u> | |
| 3.1 | BDO reported that they had met with the recently appointed Chair of the Audit and Risk Committee (ARC). | |
| 3.2 | Progress on the Internal Audit plan 2020/21, 'Amber' opinions and the number of Priority 1 and 2 recommendations were considered. | |
| 3.3 | The distinction between assurance recommendations and advisory recommendations was noted. | |
| 3.4 | The need to clarify these distinctions with the ARC was acknowledged. | |
| 3.5 | ACTION: NC to have further discussions with the ARC Chair to ensure the ARC's understanding of the differences between recommendations, and the implications. | NC |
| 4.0 | <u>Internal Audit recommendations update</u> | |
| 4.1 | The Corporate Performance Manager addressed various queries. | |
| 4.2 | Following discussion and clarification, ET agreed to amend the wording of some recommendations. | |
| 4.3 | Deadlines were examined and revisions suggested where appropriate. | |
| 4.4 | ACTION: The Head of Private Office to consult with the Head of Strategy, regarding coordination of our strategy. | HF/ SW |
| 4.5 | ACTION: EJA and VJ to discuss deliverables and time frames for the Education and Outreach audit, and whether some recommendations could be better taken forward by the Grants and funding Office. | EJA/ VJ |
| 4.6 | ACTION: NC to discuss and agree the presentation of advisory recommendations with the Chair of the ARC. HF left the meeting. | NC |
| | | |

| | | |
|---|--|--------------------------|
| <p>5.0</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> | <p><u>Strategic intents - business priorities metrics and milestones</u></p> <p>PD introduced the discussion.</p> <p>A hierarchy of data was proposed.</p> <p>There was a suggestion of the benefits of periodic deep dives into metrics and milestones, for identifying and tracking data, perhaps quarterly.</p> <p>It was noted that whilst metrics will facilitate corporate reporting, their utility as a management tool should be considered and scrutinised.</p> <p>ET was reminded to focus on refining metrics and milestones, to report to the ARC meeting on 25 May 2021.</p> | |
| <p>6.0</p> <p>6.1</p> <p>6.2</p> <p>6.3</p> <p>6.4</p> <p>6.5</p> <p>6.6</p> <p>6.7</p> <p>6.8</p> <p>6.9</p> | <p><u>Learning Centre Proposal</u></p> <p>EJA introduced the discussion.</p> <p>JJ commended all staff who have contributed to progress so far.</p> <p>The Senior Project and Business Change Manager summarised the Masterplan.</p> <p>EJA discussed the Learning Centre proposal, clarifying that expansion of the Learning Centre will be phased according to funding and developing thinking.</p> <p>The role of The National Archives Trust was discussed.</p> <p>The need to ensure time frames are aligned with available funding, was reiterated.</p> <p>ET considered how the completion of phases would influence visitor experience.</p> <p>It was noted that time frames for implementation will need to be assessed in relation to flexible ways of working, storage, and pressures on the estate.</p> <p>HF rejoined the meeting.</p> <p><u>ACTION:</u> EJA to convey progress and plans to Non-Executive Board Members (NEBMs).</p> | <p><u>EJA</u></p> |
| <p>7.0</p> <p>7.1</p> | <p><u>Website cloud migration</u></p> <p>ET discussed approaches to communications with stakeholders.</p> | |

| | | |
|-------|---|---------------------|
| 7.2 | The Head of Digital Services explained that any disruption will have some limited impact on booking systems. | |
| 7.3 | Time frames for migration were clarified and the implications explored. | |
| 7.4 | There was an enquiry about engagement of NEBMs. | |
| 7.5 | <u>ACTION:</u> The Head of Digital Services will update ET as we progress this project. The final stage of the migration will not be initiated until all known risks are addressed and mitigated as far as possible. | <u>CE/JS</u> |
| 8.0 | <u>Diaries / Any Other Business</u> | |
| 8.1 | PD's update concerned Becoming the Inclusive Archive, with a proposal for a sub-group of the Equality, Diversity and Inclusion Forum to monitor the initiative and report to ET. | |
| 8.1.2 | ET agreed to the proposal in principle. | |
| 8.2 | JS updated ET on web archiving. | |
| 8.3 | <u>Verbal update - Media</u> | |
| 8.4 | The Head of Press gave an update on current issues, including 'Government by WhatsApp'. | |
| 8.5 | The Head of Private Office updated ET about recent discussions with the Ministry for Digital, Culture, Media and Sport, regarding the Section 46 Code of Practice. | |
| | <u>There being no further business, the meeting was brought to a close at 12:59.</u> | |