

**Title:** Executive Team Meeting

**Date of Meeting:** 4 July 2018

**Attendees:**

Val Johnson (VJ - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Jeff James (JJ)	TNA	Malcolm Todd (MT)	TNA
Neil Curtis (NC)	TNA	Briefing and Engagement Manager (BEM)	TNA
John Sheridan (JS)	TNA	Pauline Moore (PM)	TNA
Lucy Fletcher (LF)	TNA	Jane Craigie-Payne (JCP)	TNA
Caroline Ottaway–Searle (COS)	TNA	Gemma Maclagan Ram (GMR)	TNA
		Sonia Ranade (SR)	TNA
		Steve Burgess (SB)	TNA
		Principal Records Specialist - Contemporary (PRSC)	TNA
		Media Manager (MM)	TNA

**Apologies:** Paul Davies (PD)

		Action
1.0	<b><u>Minutes and actions</u></b>	
1.1	JS noted a potential conflict of interest as he is a Board member on the Digital Preservation Coalition.	
1.2	The minutes of the previous meeting held on 27 June 2018 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed and updated.	
2.0	<b><u>Pay Guidance – update</u></b>	
2.1	Pay Guidance for 2018-19 was issued by HMT on 25 Jun 2018.	
2.2	Executive Team was asked to consider and discuss options and implications for this year's pay remit and note the financial impact.	
2.3	JCP notified the Executive Team that the three Trades Unions that operate at The National Archives had called for the guidance to be withdrawn.	
2.4	JCP noted that PCS were planning to ballot members regarding a planned strike.	
2.5	JCP informed Executive Team that Senior Civil Service Pay Guidance had not yet been issued.	

2.6	<b>The Executive Team noted the guidance and that we can now proceed with our pay submission to DCMS. Executive Team agreed to proceed in line with the recommended option.</b>	
2.7	PM advised on the financial impacts, stating that it was very early in the financial year and therefore it was a challenge to plot out what impacts different options may have.	
2.8	Executive Team agreed the importance of considering all key financial issues in a holistic manner.	
2.9	JJ highlighted the importance of sighting the Board on this issue and seeking their approval for the agreed course of action.	
2.10	<u>Action:</u> JJ requested that a paper be submitted to the July Board.	PD
2.11	JCP noted the importance of keeping clear separation between the Pay Guidance and the ongoing Pay Project.	
3.0	<b><u>Fees Order – commercial pricing</u></b>	
3.1	Executive Team discussed revision of the current Fees Order.	
3.2	GMR took Executive Team through the proposal.	
3.3	Executive Team discussed the proposed timetable and the process around updating our Public Task.	
3.4	JJ noted that care was needed in planning out timelines to ensure that all stakeholders were engaged and consulted at the appropriate time.	
3.5	<u>Action:</u> NC, MT, LF and the BEM to meet and prepare a revised timeline. Due 18/07/18	NC/MT LF /BEM GMR
3.6	<u>Action:</u> GMR to draft an explanatory paper for The National Archives September Board. Due 19/09/18	
3.7	<b>Executive Team approved the suggested changes to the Fees Order, agreed a way forward and noted the timelines.</b>	
4.0	<b><u>Access to Born Digital Records – overview of ‘product explore’ phase</u></b>	
4.1	Executive Team was asked to note completion of a first 'product explore' phase for a new service for providing graduated access to born digital records, for both presentation and re-use.	
4.2	SR presented an overview of progress to date and plans for continued work.	
4.3	SR noted that a key aspect to born digital records was that there is no such thing as a completely closed record.	

4.4	NC asked for detail around decisions on whether to build ourselves or purchase from the marketplace.
4.5	SR advised that we have explored what was available and on the market and the approach decided upon was to take ready-made elements that we required rather than to purchase a whole system. We have yet to carry out a detailed explore phase of the front end.
4.6	JS noted that there was currently a lack of resource to progress the project. We have prioritised this and were hopeful to have people in post this autumn.
4.7	LF highlighted how important our ability to provide access was to our overall offer to government in relation to records and the transfer of records to us from departments.
4.8	LF stated that much advocacy work was going on in order to prepare for the transferring of Born Digital content.
4.9	JS advised that while we were preparing to build a technical solution, other institutions had followed a different path for providing content and had retrofitted older systems that had been designed for something else.
4.10	SR advised that we were very conscious of the importance of finding the correct solution and the tight time frame and resource challenges that we faced.
4.11	<b>Executive Team noted completion of a first 'product explore' phase for a new service for providing graduated access to born digital records for both presentation and re-use, and the planned next steps.</b>
5.0	<b><u>Exhibition proposal.</u></b>
5.1	Executive Team was asked to comment on and approve proposals for the next in a series of temporary exhibitions, the theme being 'The Cold War'.
5.2	SB and MD outlined the proposals, MD highlighting some of the key documents from our holdings that would be featured.
5.3	SB said that the key anniversary coming up was the fall of the Berlin Wall and this could be used as a positive hook.
5.4	SB stated that the preferred option was to run with the theme of 'Britain's Cold Front' as this was sufficiently broad to allow the inclusion of other strands such as spying and 'War Games'.
5.5	SB noted that there would be scope to feature popular culture from the period to provide colour, and counter any potential for the exhibition and events being too grave and sombre.
5.6	MT stated that careful consideration should be given to any possible ongoing disagreements or litigation arising from events of this period.
5.7	JJ suggested that we should check what other cultural institutions were planning with

	the anniversary of the fall of the Berlin Wall approaching.	
5.8	JJ advised that artefacts from other institutions should be used in order to complement the records we would use.	
5.9	SW sought clarity about the attendance figures being aimed at.	
5.10	SB advised that the figures suggested were a stretch and it should be noted that our baselines are not very high.	
5.11	SW commented that some of the suggested partner institutions, while being provocative and thought provoking in the context of the presentation, were organisations that might be seen as risky for The National Archives to partner with, as a government department.	
5.12	<b>Executive Team supported the preferred suggestion and wished SB, MD and the team every success.</b>	
5.13	SB stated that a longer term view of future events and exhibitions was being worked on and this more strategic overview would be brought to Executive Team at a latter date.	
6.0	<b><u>AOB / Diary Review</u></b>	
6.1	Digital Preservation Coalition award - JS asked for an Executive Team decision around proposals to fund a Digital Preservation Coalition award JS advised that there was scope to fund this from the Digital directorate budget.	
6.2	<b>Executive Team approved the funding of the award.</b>	
6.3	Press event – The MM updated Executive Team on a positive, ongoing, Press event advising that all the major newspapers were taking part.	
6.4	<b>There being no other business the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 11 July 2018

**Attendees:**

Neil Curtis (NC - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Jeff James (JJ)	TNA	Sam Whaley (SW)	TNA
Paul Davies (PD)	TNA	Malcolm Todd (MT)	TNA
John Sheridan (JS)	TNA	Pauline Moore (PM)	TNA
Lucy Fletcher (LF)	TNA	David Harding (DH)	TNA
Caroline Ottaway–Searle (COS)	TNA	Julie Taylor (JT)	TNA
Val Johnson (VJ)	TNA	Customer Insight and Data Lead (CIDL)	TNA
		Document Services Operator (DSO)	TNA
		Principal Records Specialist - Diverse Histories (PRSDH)	TNA
		User Experience and Online Services Manager (UEOSM)	TNA
		Matt Bell (MB)	TNA

**Apologies:** None

		Action
1.0	<b><u>Minutes and actions</u></b>	
1.1	No conflicts of interest were declared.	
1.2	The minutes of the previous meeting held on 4 July 2018 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed and updated.	
2.0	<b><u>June Financials</u></b>	
2.1	The Executive Team was asked to note the June Management Accounts.	
2.2	PM took the Executive Team through the June Management Accounts.	
2.3	PM noted that the variance was largely down to timing and that the forecasting exercise at 3+9 would give a clear picture of real variances to budget.	
2.4	JJ noted that there were still many variables that could affect the position we faced including phasing, income and non-staff costs.	
2.5	JJ said that there was little to gain from speculating beyond the next CSR settlement from April 2020.	
2.6	NC updated on progress with the Annual Report.	

2.7	SW explained that the Annual Report is subject to approval by the new Secretary of State for Digital, Culture, Media and Sport.	
2.8	<b>Executive Team noted the June Management Accounts</b>	
3.0	<b><u>Dashboard</u></b>	
3.1	The Executive Team was asked to note the Corporate Dashboard for the month of June 2018.	
3.2	DH stated that the aim had been to produce a clean and clutter free Dashboard that focused on key data.	
3.3	Chart 2 - quarterly planned v actual DoFW posts filled. JJ suggested that there might be benefit in having a vertical line showing current and forecast.	
3.4	Chart 3 – YTD income (May) - Budget and actual columns order to be swapped.	
3.5	Chart 4 – FOI compliance - Top black line to be flat at 99%.	
3.6	Chart 5 – Digital services activity – daily page view rolling three months.	
3.7	NC stated that the intention for the chart was to display the trend of traffic to our website, and that the peaks and troughs to be investigated and smoothed if possible or formatted differently	
3.8	COS stated that we were currently looking at the demand for our onsite services this included testing the demand for Saturday opening.	
3.9	<u>Action</u> : JJ asked that COS ensure that any work looking at onsite visitor attendance and use of our onsite services should also consider, and help be informed by our online demand. Due 25/07/18	COS
3.10	Chart 7 - Staff Sickness and Turnover - rolling 3 year - JJ noted that his was a very useful graph.	
3.11	Chart 8 - Total Number of Visitors to Site rolling trend	
3.12	JJ said that the number of visitors to Kew may in fact be lower than we had previously talked about.	
3.13	NC advised that we needed to be able to produce an overall visitor metric to help demonstrate impact and support funding bids.	
3.14	Executive Team requested that Chart 8 and Chart 9 - Total Number of School/College Visitors to Site and Online be merged.	
3.15	Chart 11 - Documents delivered onsite rolling trend - JJ noted that the December figure was possibly distorting the trend.	
3.16	<u>Action</u> : PD and DH to explore and incorporate suggested tweaks. Due 25/07/18	PD /

3.17	<b>Executive Team noted the Corporate Dashboard for the month of June 2018.</b>	DH
4.0	<b><u>Q1 Business Priorities Report</u></b>	
4.1	The Executive Team was asked to review, amend and approve Q1 updates to business priorities and the Q1 summary report ahead of submitting to the Board.	
4.2	Executive Team requested that the frequently used 'and' between various parts of the deliverables be removed.	
4.3	Priority 1 (Government)	
4.4	LF requested year end delivery confidence be changed to green.	
4.5	DH advised that the actions would therefore be removed from the report.	
4.6	Priority 2 (Government)	
4.7	Priority 5 (Archive Sector)	
4.8	VJ requested 5d Q1 progress be changed to green.	
4.9	PD noted that we were alive to the risks that we faced.	
4.10	<u>Action:</u> DH to make the agreed changes to the Q1 Business Priorities Reports. Due 11/17/18	DH
4.11	<b>Executive Team approved the Q1 updates to business priorities and the Q1 summary report ahead of submitting to the Board.</b>	
5.0	<b><u>Customer Insight &amp; 'What's On'</u></b>	
5.1	To consider and appreciate the value which Customer Insight and Data brings to the organisation and how its role will develop going forward.	
5.2	The UEOSM presented how Customer Insight and Data is used to inform and shape the delivery of the public engagement objectives outlined in <i>Archives Inspire</i> , with a specific focus on the What's On programme.	
5.3	The UEOSM took Executive Team through the use of audience segmentation and the importance of seeking feedback from visitors.	
5.4	The UEOSM noted that dropout rates were significantly lower for paid events, new audiences were being attracted, income had increased and satisfaction levels remained high.	
5.5	The UEOSM informed Executive Team of future plans.	
5.6	<u>Action:</u> The UEOSM to advise Executive Team on the VFM figures for free events. Due 25/07/18	UEOSM

<p>5.7</p> <p>5.8</p> <p>5.9</p> <p>5.10</p> <p>5.11</p>	<p>JS noted that it was impressive that attendances were growing after we have implemented charging for events. It would be important to analyse the figures in order to plot the demand curve for events and use this to inform the planning and charging levels of future events.</p> <p>VJ said that there had been a similar experience with DCDC where the introduction of charging had no impact on demand but reduced dropout levels.</p> <p>VJ suggested there should be ambition to broaden the target audiences and, for example, look to the Archives Sector and Research audiences too.</p> <p>JJ advised that there could be benefit from more cross working around this drive for new audiences at The National Archives.</p> <p><b>Executive Team noted the presentation and fully supported the work already done and future plans.</b></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><b><u>Neurodiversity at The National Archives</u></b></p> <p>Executive Team was asked to give support to the Neurodiversity Network to develop ideas and implement changes to raise awareness of neurodiverse conditions and the needs of neurodiverse people who work at or who visit and use The National Archives.</p> <p>The PRSDH and the DSO updated Executive Team on the background, the work being done and the proposed next steps to further support people with neurodiverse conditions at The National Archives.</p> <p>LF asked if she could point staff to anyone for support during the ongoing change management programme in her area.</p> <p>The DSO stated that the Neurodiversity Network had a mailing list and if anyone wished they would be most welcome to be added to it, this could be cascaded to teams by directors.</p> <p>The PRSDH noted that change management can present particular difficulties for those with neurodiverse conditions, for example people may be particularly sensitive to changes to lighting and noise levels that can result from moving to different locations in an organisation.</p> <p>The DSO said that there was a stigma attached to neurodiverse conditions and some people found it difficult to talk about.</p> <p>PD suggested that the number of people with the conditions may well not truly reflect how commonplace the conditions were as many people may not declare that they have a condition.</p> <p>PD said that it would be a good idea to give this presentation at team meetings and Senior Leadership team meetings.</p> <p>VJ noted that the Research Hub could be used as a quiet space to work in if needed.</p>	

6.10	LF suggested this topic should be covered in new starters' induction days.	PRSD H / DSO
6.11	NC offered to attend a Neurodiversity Network group meeting if appropriate.	
6.12	<u>Action:</u> The PRSDH and the DSO to consult the Neurodiversity Network group around NC attending a meeting. Due 25/07/18	
6.13	<b>Executive Team noted the achievements already made and agreed to fully support the group and its aims.</b>	
7.0	<b><u>Revising Statutory Instruments</u></b>	
7.1	Executive Team was asked to discuss and approve a recommendation that The National Archives begins revising the texts of Statutory Instruments (SIs) on legislation.gov.uk, for all SIs from the beginning of 2018. To have regard to the pros and cons of this widening of scope for revised legislation on legislation.gov.uk. and to advise on the handling and communications issues.	
7.2	MB took Executive Team through the background, the issues and the proposed plans.	
7.3	It was recommend that we start to revise SIs on legislation.gov.uk, from 2018 onwards.	
7.4	<b>Executive Team agreed the proposals set out in the paper.</b>	
8.0	<b><u>AOB / Diary Review</u></b>	
8.1	Website outage - PD updated Executive Team on the outage of the TNA website from the early hours of Sat 30 June. The source of the problem had been discovered and was being resolved.	
8.2	PD advised that a full report would be submitted to Executive Team for review and to note.	
8.3	<b>There being no other business the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 25 July 2018

**Attendees:**

Lucy Fletcher (LF - Chair)	TNA	Patrick Mallett (PJM – minutes)	TNA
Jeff James (JJ)	TNA	Briefing and Engagement Manager (BEM)	TNA
Paul Davies (PD)	TNA	Head of Programmes and Policy (HPP)	TNA
John Sheridan (JS)	TNA	Jane Craigie-Payne (JCP)	TNA
Val Johnson (VJ)	TNA		
Neil Curtis (NC)	TNA		

**Apologies:** Caroline Ottaway–Searle (COS)

		Action
1.0	<b><u>Minutes and actions</u></b>	
1.1	No conflicts of interest were declared.	
1.2	The minutes of the previous meeting held on 11 July 2018 were reviewed and approved subject to minor amendments.	
1.3	The actions log was reviewed and updated.	
2.0	<b><u>Workforce Development Strategy</u></b>	
2.1	Executive Team was asked to review and discuss prior to submission to the Archives Unlocked Board.	
2.2	The HPP took Executive Team through the background to the Strategy.	
2.3	JS stated that we should consider what happens next to this strategy document.	
2.4	The HPP advised that this was intended as a partnership document and the intention was to work with ARA and other partners to take the work of the strategy forward.	
2.5	JJ stated that if this were going to be a formal TNA strategy approval would need to be sought from The National Archives Board. VJ assured JJ that this was a partnership document for the sector.	
2.6	LF said that there would be benefit in the document being reviewed through a government audience lens.	

2.7	JJ stated that we needed to be assured that we had the right partners involved that could deliver creative change.	
2.8	JJ said that the worst outcome would be if all the work done so far resulted in little change.	
2.9	JS noted the importance of vocational training for digital archiving skills.	
2.10	JS advised that there were two attributes that archives needed to display. They needed to demonstrate the important role they play and all they deliver in order to attract funders as well as show their relevance to their users /audiences.	
2.11	JS said that it was vital to conceive of digital archivists as being in the risk management business. The core business of digital archivists was still the same as traditional archivists which was focusing on the tensions between preservation and access and the associated risks. The development of a strategy to mitigate those risks was of key importance.	
2.12	<u>Action:</u> The HPP to run the document past the CEO's Office. Due 01/08/18	KW
2.13	<u>Action:</u> VJ to feed through comments (made on Convene) from the Executive Team through to the HPP. Due 01/08/18	VJ
2.14	<b>Executive Team thanked the HPP for the chance to review the Workforce Development Strategy ahead of its submission to the Archives Unlocked Board, and asked to be kept in touch with developments.</b>	
3.0	<b><u>2018 Future of Work Commission</u></b>	
3.1	Executive Team was asked if it was appropriate to submit a return to Cabinet Office relating to the Future of Work (FoW) Commission and if so for guidance on what the content should be.	
3.2	VJ suggested it would be useful to obtain more information on the Workforce Observatory that was being developed.	
3.3	<u>Action:</u> PD to contact the Head of Civil Service Workforce Strategy seeking clarification on the request.	PD
4.0	<b><u>3+9 Forecast</u></b>	
4.1	NC presented the first draft of the 3+9 forecast for Executive Team consideration.	
4.2	NC advised that the forecast was largely in line with budget, being £25K averse and explained the main drivers of this variance.	
4.3	NC presented a range of risks and opportunities and raised the question as to whether any should be incorporated into the forecast.	
4.4	JJ noted that there was a relaxed culture around recruiting in the organisation and	

	suggested that better progress could be made if recruitment was seen as a priority at Director and Head of Department level.	
4.5	<b>Executive Team confirmed that future staff savings, once the vacancy turnover provision was met, could be spent by directors on revenue spend that helped deliver Business Priorities after consulting their Finance Business Partners.</b>	
4.6	<b>Executive Team agreed that a revised forecast be presented, incorporating ongoing vacancy savings and clarity on the costs associated with commercial letting</b>	
4.7	<u>Action:</u> PD to investigate the current position and plans of the commercial letting project and report to NC. Due 30/07/18	PD
4.8	<u>Action:</u> NC to produce a revised forecast. Due 30/07/18	NC
5.0	<b><u>AOB / Diary Review</u></b>	
5.1	<u>Action:</u> NC to update the Board on progress with the 1921 Census in the September Executive Team update paper. Due 05/09/18	NC
5.2	Attendance at Executive Team – Executive Team agreed that Directors would be able to each invite a member of their senior team to Executive Team meetings, attendance would be on a voluntary basis. This was a development opportunity to better understand the breath of The National Archives business conducted at Executive Team meetings.	
5.3	Learning and Development: Policy Review – PD to send responses to queries raised at Executive Team on 18/04/18 to Directors and agree final draft of policy via email.	
5.4	<b><u>There being no other business the meeting was brought to a close.</u></b>	