

Title: Executive Team Meeting

Date of Meeting: 4 December 2019

Attendees:

Jeff James (JJ- Chair)	TNA	Kristen Dilworth (KD - Minutes)	TNA
Caroline Ottaway-Searle (COS)	TNA	Clarissa Angus (CA)	TNA
Paul Davies (PD)	TNA	Asha Bagayat (AB)	TNA
Neil Curtis (NC)	TNA	Mark Newman (MN)	TNA
Lucy Fletcher (LF)	TNA	Darren Austin (DA)	TNA
	TNA	Gemma MacLagan Ram (GMR)	TNA
		Catherine Elliot (CE)	TNA
		Chris Mumby (CM)	TNA
		Head of Collections and Audience Insight (HCAI)	TNA
		Head of Strategic Compliance (HSC)	TNA

Apologies: John Sheridan (JS), Val Johnson (VJ)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No conflicts of interest were declared.	
1.2	The minutes of the previous meeting held on 27 November 2019 were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<u>Outcome of Embedded Learning spaces tender</u>	
2.1	The Executive Team were asked to approve the award of a Works Contract for the construction and fit-out of two Embedded Learning Spaces.	
2.2	MN stated that a Contract notice published on the Contracts Finder website on August 16th attracted twelve expressions of interest in this Contract.	
2.3	MN noted that six contractors were considered for Contract award.	
2.4	MN explained that the procurement process, from publication of the initial Contract notice on the Contracts Finder website to a Contract award recommendation, took fourteen weeks, which is four weeks longer than was originally planned. This was due to the time required to refine the technical specification and to facilitate a second round of tender submissions.	

2.5	MN stated that the costs have increased significantly against the original budget. These cost increases resulted from a number of factors.	
2.6	MN noted that the market has valued the works in keeping with the current trend of increased costs within the construction industry.	
2.7	MN advised that there was a risk that, as the project will be delivered over two financial years, the costs incurred in each year will be inconsistent with our annual budget allocations and forecasts.	
2.8	MN stated that the increased budget would require a further adjustment to the revenue / capital split for 2020 /21. This position will be recovered by the Finance team in agreement with Treasury.	
2.9	PD advised that concerns have been raised by our Fire Engineering Consultant that the increase in user numbers as a result of constructing the Embedded Learning Spaces may exceed the regulated evacuation capacity of existing fire escape stairs. This concern is not shared by our architects (AOC) fire consultant. We have therefore commissioned detailed fire strategy modelling to address this concern, but if founded we may have to revise our fire evacuation strategy and/or bring an additional staff fire escape stair into public use. At this stage the estimate of potential additional costs is considered to be £50k.	
2.10	Action: PD/ MN to review the total fire strategy.	PD/ MN
2.11	The Executive Team approved the award of the Works contract.	
2.12	JJ recommended submitting the paper to the December Board meeting.	
3.0	<u>Pilot for new approach to digital downloads on Discovery</u>	
3.1	The Executive Team were asked to approve the trial for the new approach to Discovery digital downloads	
3.2	GMR explained that Digital download income is currently in decline, but in partnership with Digital Services, we are currently investigating a number of alternative ways we may wish to 'exploit' our digital surrogates via Discovery in the future. When doing this we are considering income but also our wish to drive engagement, and are thus trying to find the right balance between the two	
3.3	The Executive Team discussed the merits of this and how this would need to be communicated internally and externally giving due notice.	
3.4	The Executive Team approved the trial for the new approach to Discovery Digital downloads.	
3.5	The Executive Team were asked to approve the general principle of piloting various new approaches to digital surrogates on Discovery and to agree that these can be overseen in future by Neil Curtis and John Sheridan to avoid the Executive Team having to consider every proposed pilot.	

3.6	The Executive Team approved the request.	
4.0	<u>Commercial Development Discussion #1, ideas from DCDC</u>	
4.1	The Executive Team were asked to consider and discuss the proposed Business Development ideas and if appropriate, agree next steps.	
4.2	CM presented three ideas for consideration as potential business development opportunities that could be commercial.	
4.3	CM advised that his first idea was developing a digital preservation facility for smaller archives.	
4.4	The Executive Team discussed the idea and how it might be supported.	
4.5	JJ advised that CM has further discussions with the Digital Director and colleagues in Archives Sector Development about what our role in this could or should be	
4.6	The Executive Team discussed the two remaining ideas around AI and virtual reality – both of which had a link to our education and public engagement activity.	
4.7	The Executive Team suggested that CM should have further discussions with the Heads of Education and Events and Exhibitions around each of these ideas.	
5.0	<u>Diaries / AOB</u>	
5.1	<u>There being no further business, the meeting was brought to a close.</u>	

Title: Executive Team Meeting

Date of Meeting: 13 December 2019

Attendees:

Val Johnson (VJ - Chair)	TNA	Kristen Dilworth (KD - Minutes)	TNA
Caroline Ottaway–Searle (COS)	TNA	Clarissa Angus (CA)	TNA
Paul Davies (PD)	TNA	Asha Bagayat (AB)	TNA
Jeff James (JJ)	TNA	Jane Craigie-Payne (JCP)	TNA
Lucy Fletcher (LF)	TNA	Pauline Moore (PM)	TNA
John Sheridan (JS)	TNA	Head of Management Accounting (HMA)	TNA

Apologies: Neil Curtis (NC)

		Action
1.0	<u>Minutes and Matters Arising</u>	
1.1	No conflicts of interest were declared.	
1.2	The minutes of the previous meeting held on 4 December 2019 were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<u>Leadership Development and Mandatory Training</u>	
2.1	The Executive Team were asked to review the proposals for a Leadership Development Programme for the Senior Leadership Team (SLT).	
2.2	JCP noted that there are a variety of differing requirements across the SLT leadership group that will need to be met by a new programme, a survey was sent to SLT members and the results have been analysed resulting in the proposed approach.	
2.3	JCP stated that as well as set workshops for all of the Senior Leadership Team, there would also be personalised programmes based on personal needs.	
2.4	JCP proposed that the 360 feedback would be used to help define development needs for all SLT members.	
2.5	JJ asked if there is a Management Development Programme for Band G's.	
2.6	Action: JCP to review training for Band G's.	JCP

2.7	The Executive team agreed that the next steps should be to agree the principles of the training and the measures for the 360 feedback.	
2.8	AB requested clarification of the costings.	
2.9	JCP advised that she was asking the Executive Team for approval to cost out the programme and noted it would come out of the existing training budget.	
2.10	The Executive Team gave their approval, subject to the principles being agreed.	
2.11	The Executive team were asked to review the mandatory training The National Archives requires its staff to undertake.	
2.12	PD explained that The National Archives runs a comprehensive programme of learning and development activities, some of which are currently mandatory.	
2.13	JJ stated that it would be useful to separate mandatory training that is delivered as part of Corporate induction from other training.	
2.14	JJ noted that the Board / Audit & Risk Committee might take a view on 'Fraud' training.	
2.15	JJ asked why the Equality and Diversity Essentials training wasn't followed up.	
2.16	Action: JCP to check with the HR Manager - Organisational Development.	JCP
2.17	JJ noted that it would be useful to have a list of recommendations.	
2.18	Action: PD to send the recommendations by write round.	PD
2.19	The Exec Team will discuss the recommendations in mid-January.	
3.0	<u>Business Priorities for 2020-21</u>	
3.1	The Executive Team was asked to have a discussion on potential business priorities for 2020-21.	
3.2	PD stressed the importance of agreeing the business priorities for 2020-21 as soon as practicable in order to appropriately inform the budget planning and resource allocation process.	
3.3	PD explained that NC, the Corporate Performance Managers and himself have completed a high level review of the 2019-20 business priorities to identify those likely to continue into 2020-21.	
3.4	The Executive Team agreed the high level set of business priorities for 2020-21, subject to a number of amendments for further development in January 2020.	
3.5	PD stated that the next steps are: <ul style="list-style-type: none"> January 2020 – develop detailed business priorities and verify the 2020-21 budget position. 	

<p>3.6</p> <p>3.7</p>	<ul style="list-style-type: none"> February 2020 – run an investment bid process to agree funded activities (money and staff resource in support of business priorities). Finalise 2020-21 budget and agree allocations. March 2020 – Exec Team sign off draft Business Plan prior to Board ratification. <p>JJ recommended involving the Senior Leadership Team to see how they can contribute and add value at each stage.</p> <p>PD stated that he is happy to share the document with the Senior Leadership team once the draft business priorities had been accepted.</p>	<p>PD</p>
<p>4.0</p> <p>4.1</p> <p>4.2</p> <p>4.3</p> <p>4.4</p>	<p><u>November Financials</u></p> <p>PM presented the November financials which report a balanced revenue position and a small buffer on capital. PM recapped that the phasing of the Embedded Learning Spaces programme had been managed at the 6+6 forecast in order to ensure we were within our overall Treasury allocation for the year.</p> <p>PM advised that at Supplementary Estimate we anticipated some revenue savings and therefore stretched the level of revenue we can afford to transfer to capital, in order to reduce pressure on funding in 2020/21. Since then we have revised our view and reduced this slightly to £1.3m – HMT approval is pending. Income, staffing and non-staff spend is on track with a small saving on the roof project in capital.</p> <p>JJ requested that this commentary should be added to the report for Board.</p> <p>JS commented that this full spend position demonstrates our ability to deliver, and gives assurance in our decision-making. ET agreed the collective effort of this achievement be recognised.</p>	
<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>ICA Fan Kew 2020</u></p> <p>The Executive Team was presented with an update on ongoing arrangements for the ICA FAN Kew 2020 meetings taking place at The National Archives in April 2020, the Executive Team was asked to note progress made, the projected costs and a brief outline of key activities to come.</p> <p>CA gave an overview of the programme and an update on the progress made so far.</p> <p>CA noted that the event takes place from 15 to 21 April.</p> <p>CA stated that she would clarify the costings with Finance.</p> <p>The Executive Team noted the update.</p>	
<p>6.0</p> <p>6.1</p>	<p><u>Diaries / AOB</u></p> <p><u>There being no further business, the meeting was brought to a close.</u></p>	