

Title: Executive Team Meeting

Date of Meeting: 8 January 2020

Attendees:

Neil Curtis (NC - Chair)	TNA	Kristen Dilworth (KD - Minutes)	TNA
Paul Davies (PD)	TNA	Asha Bagayat (AB)	TNA
Jeff James (JJ)	TNA	Sam Whaley (SW)	TNA
Lucy Fletcher (LF)	TNA	Media Manager (MM)	TNA
John Sheridan (JS)	TNA		

Apologies: Val Johnson (VJ), Caroline Ottaway–Searle (COS)

		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>Business Priorities for 2020-21</u>	
2.1	The Executive Team discussed the details of the developed proposed business priorities for 2020-21.	
2.2	The Executive Team made a number of suggestions, including a column to consider the metrics / measurables of each of the proposed business priorities.	
2.3	Action: PD to add the suggested amendments for the Executive Team to work on.	PD
2.4	Action: PD & NC to circulate a simple business case template to Directors.	PD NC
2.5	JJ stated that where possible, Directors should highlight when they are working in partnership with others.	
2.6	The Executive Team agreed that the proposed business priorities as they stand constitute a 'long list' as it is unlikely that there will be sufficient budget for everything.	
2.7	The Executive Team to review the business priorities and supporting business cases on Wed 05 Feb 20.	

2.8	PD advised that he would share the document with the whole of the Senior Leadership Team next week.	PD
3.0	<u>Departmental Security Committee Meeting update</u>	
3.1	The Executive Team were asked to note the minutes of the Departmental Security Committee (DSC) meeting held on Monday 16 December 2019.	
3.2	PD advised that the Departmental Security Committee (DSC) is a quarterly meeting chaired by himself as Operations Director and Senior Information Risk Owner (SIRO).	
3.3	PD noted that the Objective of the Departmental Security Committee (DSC) is to provide assurance to the Chief Executive and Executive Team on all security matters across The National Archives.	
3.4	PD updated the Executive Team on the main points of the recent DSC meeting.	
3.5	JJ suggested that future reports of DSC meetings should take the form of a one-page exceptions report rather than the full DSC minutes.	PD
3.6	The Executive Team noted the minutes of the DSC and the verbal report of DSC business from PD.	
4.0	<u>Senior Leadership Team Recruitment Proposal (Government & Information Rights Directorate)</u>	
4.1	The Executive Team were asked to give confirmation of previous Executive Team approval to recruit a new Head of Information Rights and to approve the recruitment of a new Head of Government Services, Strategy & Engagement –both at Band H	
4.2	LF noted that whilst the Head of Finance is aware of the previous request to make budgetary provision for a new Head of Information Rights post, but this had not actually been made.	
4.3	In addition, there is currently no budgetary provision for the Head of Government Services, Strategy & Engagement post	
4.4	The Executive Team gave their approval to recruit to both posts and NC was asked to ensure that the appropriate budget allocation was made.	
4.5	JJ expressed concern that a previous Executive Team decision had not resulted in a formal budget allocation. NC agreed to investigate this and also to consider the process for bringing such requests to Exec Team.	
5.0	<u>Diaries / AOB</u>	
5.1	PD stated that the E- payslips launch is on hold because a further review of the system needs to be completed. HR are working with the IT team to ensure that iPayview fully meets our security criteria, as required by our internal systems.	

5.2	The Executive Team discussed this year's SCS 360 process.	
5.3	There being no further business, the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 15 January 2020

Attendees:

Caroline Ottaway–Searle (COS-Chair)	TNA	Kristen Dilworth (KD - Minutes)	TNA
Paul Davies (PD)	TNA	Asha Bagayat (AB)	TNA
Jeff James (JJ)	TNA	Sam Whaley (SW)	TNA
Val Johnson (VJ),	TNA	Catherine Elliot (CE)	TNA
John Sheridan (JS)	TNA	Senior Designer (SD)	TNA
Neil Curtis (NC)	TNA	Gemma MacLagan Ram (GMR)	TNA
Lucy Fletcher (LF by phone)	TNA	Mark Newman (MN)	TNA
		Jane Craigie-Payne (JCP)	TNA
		Julian Muller (JM)	TNA
		Pauline Moore (PM)	TNA
		Media Manager (MM)	TNA

Apologies: None

		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 8 January were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<u>Project Alpha</u>	
2.1	The Executive Team were asked to note and discuss the progress to date on Project Alpha, including the main findings from the Explore Phase.	
2.2	JS advised that the aim of Project Alpha is to build and test, in public, a prototype of a forward-thinking user experience that will define our future on the web. Our solutions will be shaped by user needs, follow service design principles and make the best use of modern technologies.	
2.3	JS outlined the projects progress to date and findings from the Explore phase, including data about our current website and user experience. JS noted that the paper sets out the goals of Alpha and outlines the first stage that will be delivered.	

2.4	CE noted that essentially the project will initially look at how technically new users or non-users can find or come across our content via internet – ‘google’ searches.	
2.5	GMR stated that the project was provoking some discussions that are probably overdue and will result in further strategic work to resolve including on our content and interpretation strategies, approach to digital surrogates, and the thinking from Public Engagement (which has advanced more than other areas/audiences still to be involved e.g. Research and Government).	
2.6	The Executive Team noted the update ahead of submitting to the Board.	
3.0	<u>Inclusive Archive</u>	
3.1	The Executive Team was asked to discuss and comment on the paper, to inform a revised version for consideration at the 28 January 2020 meeting of the Board.	
3.2	SW explained that the realisation of the Inclusive Archive is one of the three ambitions set out in Archives for Everyone. Its articulation is perhaps the element of the overall strategic vision with the most radical implications for The National Archives as an institution.	
3.3	SW stated that to focus thought and action, this paper suggests four change pathways as the organising principle for the ‘Realising the Inclusive Archive’ strategy: Diversity, Audience, Practice and Position.	
3.4	SW noted that we have a journey to make along each pathway before we can claim that the Inclusive Archive is a reality. Encouragingly, we are already making progress. The paper seeks to define each pathway and proposes some key activities for inclusion in an agreed strategy.	
3.5	The Executive Team made a number of suggested additions and amendments to the paper to aid clarity ahead of the Board meeting.	SW
4.0	<u>Corporate Risk Register</u>	
4.1	The Executive Team were asked to review the Corporate Risk Register and the current risk scores ahead of this being presented to the Audit and Risk Committee on 6 February.	
4.2	The Executive Team reviewed the risk register and suggested some further changes and movement in the risk scoring	
4.3	The Executive Team agreed the Corporate Risk Register subject to agreed changes being incorporated.	
5.0	<u>Smarter Working</u>	
5.1	The Executive Team was asked to discuss further options and implementation for Smarter Working at Kew.	

<p>5.2</p> <p>5.3</p> <p>5.4</p> <p>5.5</p> <p>5.6</p> <p>5.7</p> <p>5.8</p>	<p>MN advised that he has been working with the Government Property Agency (GPA) in further progressing the Smarter Working agenda, which has now been defined into the following “pillars” Leadership, Workplace, Technology and Culture/People. This has subsequently culminated in a recent submission (14th January 2020) to GPA, presenting evidence on the current maturity against these pillars.</p> <p>MN noted that only a small percentage of our estate is office space, and we have already introduced some of the technological changes to allow more flexible working – with more to come. MN stated that with the support of the Government Property Agency we have identified both in scope and out of scope areas of the building at Kew.</p> <p>The Executive Team had a discussion about our needs and how we could use our space more effectively to support how we want and need to work including better collaborative spaces and improvements to technology.</p> <p>MN advised that we have designed a model office and we have some smarter working trial areas including HR.</p> <p>The Executive Team suggested that this initiative might reasonably prompt a review of some of the relevant policies.</p> <p>JJ suggested that a review and upgrade of our existing collaborative spaces and in particular our meeting rooms should be the priority. MN assured JJ that this review was underway.</p> <p>The Executive Team noted the update.</p>	<p>MN</p>
<p>6.0</p> <p>6.1</p> <p>6.2</p> <p>6.3</p>	<p><u>ERP</u></p> <p>The Executive Team was asked to consider the business case for the procurement and implementation of an Enterprise Resource Planning (ERP) system.</p> <p>The Executive Team considered the proposal and supported the business case for an integrated ERP system to deliver corporate efficiencies and effectiveness.</p> <p>The Executive Team agreed to:</p> <ul style="list-style-type: none"> a) Commission supplier identification work to specify which “right sized” ERP to procure and which implementation partner to approach. b) Clarify with the implementation partner selected, any optional scoping of the solution, including the notion of any Minimal Viable Product (MVP), to secure more definitive implementation pricing for ET approval. c) Gain understanding of the scope, and to start a data cleanse initiative, which will be required as part of any ERP roll out, but that is solution agnostic i.e. best practice. 	

6.4	It was noted that as soon as scoping and pricing questions are resolved a report will be presented to ET for final decision and taken to Board for endorsement in March.	
7.0	<u>Annual Report</u>	
7.1	The Executive Team was asked to review and comment on the production timetable for the 2019/20 Annual Report and Accounts ahead of its presentation to Board on 28 January.	
7.2	The Executive Team noted plans and agreed the timetable, subject to a few minor amendments.	
8.0	<u>December Financials</u>	
8.1	The Executive Team was asked to note the December 2019 Management Accounts.	
8.2	PM presented the month 9 financials ahead of the full 9+3 forecast, which will be available to the Executive Team within 2 weeks.	
8.3	The Executive Team acknowledged that the current plan anticipates a considerable amount of spend completing in the final 3 months of the year.	
9.0	<u>Diaries / AOB</u>	
9.1	ICA Abu Dhabi conference – CA to attend Executive Team to discuss attendance and papers submitted.	
9.2	LF highlighted the FCO User forum on 16 January.	
9.3	There being no further business, the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 22 January 2020

Attendees:

Lucy Fletcher (LF Chair)	TNA	Kristen Dilworth (KD - Minutes)	TNA
Caroline Ottaway–Searle (COS)	TNA	Asha Bagayat (AB)	TNA
Val Johnson (VJ)	TNA	Sam Whaley (SW)	TNA
John Sheridan (JS)	TNA	Customer Insight & Data Lead (CIDL)	TNA
Neil Curtis (NC)	TNA	Customer Insight Officer (CIO)	TNA
Jeff James (JJ by phone)	TNA	Rachael Corver (RC)	TNA
	TNA	Marketing Manager (MM)	TNA
		Corporate Performance Manager (CPM)	TNA
		Media Manager (MMa)	TNA

Apologies: Paul Davies (PD)

		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 22 January were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<u>Visitor Satisfaction Survey</u>	
2.1	The Executive Team was asked to consider and discuss the results of the onsite satisfaction survey 2019.	
2.2	CIDL and CIO presented the survey results to the Executive Team.	
2.3	CIDL explained that while our onsite visitor numbers are ahead of the benchmark, recent onsite customer satisfaction has declined from 92% to 87%. CIDL noted that they have identified that people who visit occasionally for research have had the most noticeable change in scoring. Although there are no specific areas that are consistently giving cause for concern, all feedback is captured and acted upon where possible.	
2.4	The Executive Team agreed that it was difficult to see which elements are driving overall satisfaction from the survey data captured.	

2.5	CIDL noted that as we broaden our offering and reach out to newer audiences, we will also be developing more ways of monitoring customer satisfaction and general visitor experience to enable us to track and understand this further.	
2.6	JJ suggested speaking to other cultural institutions to compare results.	TSD
2.7	The Executive Team recommended presenting the paper to the Board.	TSD
3.0	<u>Brand II</u>	
3.1	The Executive Team was asked to note progress on brand to date and decide whether to green light the proposed next stage of the brand project.	
3.2	RC noted that Phase 1, which focussed on rolling out the new visual identity, is due for completion by the end of this financial year. A second phase of brand work was proposed.	
3.3	JS spoke about the difficulties with the scale and scope of rebranding all our digital services.	
3.4	JS and RC discussed the best way to take forward the brand work for Phase 2.	
3.5	RC asked the Executive Team to approve the procurement of a brand partner on a call-off contract.	
3.6	The Executive team approved the request.	
3.7	Action: RC to cost out work and put forward to 2020-21 budget discussion as part of the Business Priorities.	RC
4.0	<u>Q3 Balanced Scorecard (including Business Priorities)</u>	
4.1	The Executive Team was asked to review and approve the Q3 Balanced Scorecard and the Q3 Business Priorities Board report.	
4.2	The Executive Team noted the drop in some diversity related metrics and agreed to monitor this.	
4.3	JJ suggested adding some explanatory text on the cover sheet around the drop in some diversity metrics i.e. disabled and BAME.	
4.4	The Executive Team reviewed and approved the Q3 Balanced Scorecard subject to some minor amendments.	
4.5	The Executive Team reviewed and approved the Q3 Business Priorities Board report.	
4.6	Action: LF to add some additional text regarding BP10 and send to IG.	LF
5.0	<u>Internal Audit Recommendations Update</u>	

5.1	The Executive Team was asked to review the status of the Internal Audit recommendations update ahead of Audit & Risk Committee.	CPM
5.2	The Executive Team reviewed and discussed the report.	
5.3	The Executive Team discussed the request to extend the deadline towards the introduction of Electronic Pay slips.	
5.4	Action: CPM to share the feedback with PD	
5.5	The Executive Team had a discussion on Fraud Awareness Training.	
5.6	The Executive Team the noted the update ahead of the Audit and Risk Committee.	
5.7	Post meeting update from PD:	
5.8	PD provided the rationale for the proposed extended deadline to the actions relating to Fraud Awareness training and the introduction of Electronic Payslips.	
5.9	The Executive Team agreed by write round to extending both deadlines to 30 June 2020.	
6.0	<u>BDO Progress Report and draft 2020-21 Internal Audit Plan</u>	ALL
6.1	The Executive Team was asked to approve the Progress Report for presentation to the Audit and Risk Committee on 6 February 2020.	
6.2	The Executive Team approved the Progress Report for presentation to the Audit and Risk Committee.	
6.3	Action: Executive Team to make suggestions for next year's audit plan	
7.0	<u>Diaries / AOB</u>	
7.1	LF gave an update on the MOD Service Records meeting in Swadlincote.	
7.2	COS highlighted the Kids in Museums showcase on 30 January.	
7.3	There being no further business, the meeting was brought to a close.	