

**Title:** Executive Team Meeting

**Date of Meeting:** 5 February 2020

**Attendees:**

Jeff James (JJ - Chair )	TNA	Kristen Dilworth (KD - Minutes)	TNA
Caroline Ottaway–Searle (COS)	TNA	Asha Bagayat (AB)	TNA
Val Johnson (VJ)	TNA	Acting Head of Private Office (AHPO)	TNA
John Sheridan (JS)	TNA	Mark Newman (MN)	TNA
Neil Curtis (NC)	TNA	Chris Mumby (CM)	TNA
Lucy Fletcher (LF)	TNA	Pauline Moore (PM)	TNA
	TNA	Sonia Ranade (SR)	TNA
		Media Manager (MM)	TNA

**Apologies:** Paul Davies (PD)

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
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	<b><u>Venue Hire</u></b>	
2.1	The Executive Team was asked to consider handing over the arrangements of Commercial Venue Hire to Graysons.	
2.2	CM advised that the handing over of this responsibility would be within an agreed framework of operational parameters (or “Rules of Engagement”) and for an agreement on what those rules should be.	
2.3	The Executive Team were broadly supportive but requested further analysis on the cost of providing such services and the impact on overall contribution.	
2.4	Next steps: CM / MN to give feedback to Graysons, in preparation of their presentation to Executive Team on 15 February.	CM / MN
3.0	<b><u>Commercial Letting</u></b>	

<p>3.1</p> <p>3.2</p> <p>3.3</p> <p>3.4</p>	<p>CM noted that in May 2018, the Executive Team gave approval to go to market with a commercial tenancy offer. It was agreed that at an appropriate point, the Executive Team would again be consulted to take a view on the suitability of any potential tenant and the operational impacts associated.</p> <p>The Executive Team was asked to consider a proposal from a potential tenant</p> <p>The Executive Team considered the proposal and provided feedback.</p> <p>Action: The Executive Team agreed that an updated paper should go to the February Board meeting for endorsement. The Executive Team recognized the need for a Risk and Comms plan.</p>	<p>CM /MN</p>
<p>4.0</p> <p>4.1</p> <p>4.2</p> <p>4.3</p>	<p><b><u>9+3 Forecast</u></b></p> <p>The Executive Team was asked to note the 9+3 Forecast.</p> <p>PM presented the 9+3 forecast which has a bottom line revenue underspend of £800k, in line with where we have been at 9+3 in previous years. PM noted that although the month 9 accounts reported a balanced position, the drivers of the underspend crystallised after month 9 (during the 9 + 3 forecast process) The message to staff is deliver against your 9+3 allocation.</p> <p><b>The Executive Team noted the 9+3 Forecast.</b></p>	
<p>5.0</p> <p>5.1</p> <p>5.2</p> <p>5.3</p> <p>5.4</p>	<p><b><u>Project Omega</u></b></p> <p>The Executive Team was asked to note an update on Project Omega.</p> <p>JS explained that we have a ‘core’ set of data about our records, held in ILDB/ProCat. This system hasn’t changed very much in 20 years. Over that time, we’ve had the need to hold more data about different types of records (closed records, digital records, surrogates). Instead of extending our core data model, we’ve created new systems with different models. Our understanding of our own records is now fractured, split across different systems that don’t share a common model and don’t join up or communicate well.</p> <p>JS noted that this is very inefficient. The team spend time manually replicating information between systems (e.g. the Government and Information Rights team with ILDB and SAR or the Digital Archivists sending information to Discovery). It limits the way we can work with our data or make it available to others. It increases the risk (for example, storing information about which records are open or closed in different ways, in different places, in an inconsistent way).</p> <p>SR stated that they would like to build on the work of project Omega to model our records in a coherent way that reflects the things that are important to us and supports the way we want to manage and provide access to different kinds of records. Following on from that, we would like to implement the model, starting with ILDB/SAR and next the DRI catalogue.</p>	

5.5	JS noted that this is a lot of work and it will take time to implement changes. Each of our current databases exists in an ecosystem (of people, process, and technology) and is relied on by business processes or other IT systems.	
5.6	<b>The Executive team noted the update.</b>	
6.0	<b><u>ICA Congress</u></b>	
6.1	The Executive team was asked to assess how we can proportionately participate in Congress; and to agree on how we coordinate interest from across the organisation to determine what will – and won't be – supported.	
6.2	The Executive Team agreed that our approach to taking part in this year's ICA Congress would be coordinated to ensure that the organisation adopts a strategic approach to participation so we can have the biggest impact from the opportunity that the Congress presents.	
6.3	In line with this, the Research and Collections & Digital directorates (by way of JJ and VJ) will review proposed papers, prior to the revised call for papers deadline of 29 February.	
6.4	Colleagues expecting to attend the Congress for reasons outside of the main event – for example, as part of an ICA committee, or an existing project (e.g. the Arabian Gulf Digital Archive) are requested to let AHPO know so she can coordinate, as appropriate.	
6.5	Conversations regarding any commercial opportunities are ongoing with JJ, NC and CM.	
7.0	<b><u>Draft Business Priorities 2020-21</u></b>	
7.1	The Executive Team was asked to review, amend and approve high level Business Priorities for 2020-21.	
7.2	The Executive Team reviewed each of the Business Priorities in turn. A number of suggested changes were made.	
7.3	Action: NC will have a follow up meeting with PD to discuss the next steps.	NC
8.0	<b><u>Diaries / AOB</u></b>	
8.1	COS reported that we had submitted an initial funding proposal to the FCO to research and develop a touring exhibition based on archival material relating to Stalin and Churchill (working in partnership with the Russian State Archive), they have now asked us to submit a full proposal in early March.	
8.2	<b>There being no further business, the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 12 February 2020

**Attendees:**

Paul Davies (PD - Chair )	TNA	Kristen Dilworth (KD - Minutes)	TNA
Caroline Ottaway–Searle (COS)	TNA	Asha Bagayat (AB)	TNA
Jeff James (JJ)	TNA	Acting Head of Private Office (AHPO)	TNA
John Sheridan (JS)	TNA	Mark Newman (MN)	TNA
Neil Curtis (NC)	TNA	Chris Mumby (CM)	TNA
		Graysons Representative (GR)	Graysons
		Pauline Moore (PM)	TNA
		Marketing Manager (MM)	TNA
		Marketing Officer (MO)	TNA
		Media Manager (MMA)	TNA

**Apologies:** Val Johnson (VJ), Lucy Fletcher (LF)

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	No conflicts of interest were declared.	
1.2	The minutes of the previous meeting held on 5 February were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<b><u>Venue Hire part 2 – Graysons presentation</u></b>	
2.1	The Executive Team were asked to consider handing over control of the booking diary for commercial venue hire of the public events rooms to Graysons, our catering partner.	
2.2	The Executive Team received the presentation from the Graysons management team outlining their offer.	
2.3	Graysons stated that there is an opportunity to grow commercial event sales to provide an additional income stream and footfall to The National Archives and Graysons.	
2.4	It was noted that The National Archives may also benefit from additional footfall.	
2.5	Graysons advised that their newly recruited Sales & Events manager who is based on site, would be embedded with The National Archives Venues Management Team.	

2.6	The Executive Team provided a number of comments on the proposal.	
2.7	The Executive Team agreed to the proposal subject to Board endorsement.	
2.8	<p>Next Steps:</p> <ul style="list-style-type: none"> <li>•Procurement to check terms of the concession contract to ensure that Graysons can proceed under the proposed arrangements</li> <li>•Rules of Engagement finalised and approved by the Building Development Board</li> <li>•Graysons Marketing Plan constructed with input from The National Archives</li> </ul>	
3.0	<b><u>January Financials</u></b>	
3.1	The Executive Team was asked to note the January Management Accounts.	
3.2	PM presented the month 10 position – revenue is in line with the 9+3 forecast	
3.3	The Executive Team agreed to allocate £52k of capital funding to CCTV for Security Control Room2. It was noted that the Air Handling Unit in the Conference Corridor could not be completed by 31st March, and PD was asked to confirm if the unit could be purchased in advance with installation in the New Year. Furnishings in the Bubble area and Swan Room were discussed as these had previously been raised at staff forum and by Board Members.	
3.4	COS noted that we are making progress on our plans to develop an estates strategy, through commissioning a piece of work now that we are at the point of implementing.	
3.5	The Executive Team noted the January Management Accounts.	
4.0	<b><u>Digitising the Archive Project Proposal</u></b>	
4.1	The Executive team were asked to consider and approve The National Archives involvement in the Digitising the Archive Project.	
4.2	The Executive Team discussed the proposal and provided a number of comments.	
4.3	The Executive Team approved the proposal subject to the terms of the agreement.	
4.4	Action: JJ to give feedback to the Head of Research	JJ
5.0	<b><u>Visitor Signage</u></b>	
5.1	The Executive Team were asked to note progress on the signage project to date, consider proposed changes to ‘place names’ around our Kew site, and give approval to proceed with next phase of project.	
5.2	MM gave an overview of the work carried out to date.	

5.3	The Executive Team had a discussion on the proposed changes to the 'place names' and gave feedback.	
5.4	JJ noted that the ambience of some of the spaces could be improved.	
5.5	MM advised that the first phase of interior signage is due to be delivered by the end of March, prioritising areas that are most likely to be used by first-time visitors and that intersect with other business priorities likely to bring new audiences on site, including venue hire, commercial lettings and hospitality.	
5.6	MM noted that the new names would be used on the new signage and the new orientation plan.	
5.7	The Executive Team gave their approval.	
6.0	<b><u>Diaries / AOB</u></b>	
6.1	MMA advised that the Press Launch of With Love is tonight.	
6.2	<b>There being no further business, the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 26 February 2020

**Attendees:**

Paul Davies (PD - Chair )	TNA	Trish Humphries (TH - Minutes)	TNA
Caroline Ottaway–Searle (COS)	TNA	Sam Whaley (SW)	TNA
Jeff James (JJ)	TNA	Pauline Moore (PM)	TNA
John Sheridan (JS)	TNA	Helen Potter (HP)	TNA
Neil Curtis (NC)	TNA	Andrew Payne (AP)	TNA
Val Johnson (VJ)	TNA		

**Apologies:** There were none

		Action
1.0	<b><u>Minutes and Matters Arising</u></b>	
1.1	No conflicts of interest were declared.	
1.2	The minutes of the previous meeting held on 12 February were reviewed and approved, with minor amendments	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<b><u>Corporate Risk Register</u></b>	
2.1	Executive Team reviewed the Corporate Risk Register. A new Strategic Identity column had been inserted, to illustrate alignment with the Strategic Risk Register. Comments were invited from Executive Team members.	
2.2	A number of minor updates were agreed.	
2.3	Risk 6 – Threat to Archives Services: Executive Team discussed the issue and agreed to amend the description to more accurately reflect the current situation.	
2.4	Risk 7 – MOD & BEIS Records placed on access under review: Risk to remain out of appetite, although situation is being closely monitored.	
2.5	Risk 8 – Fraud: Risk to be reduced to Green and demoted to the Commercial Directorate Risk Register.	

2.6	It was suggested that a new risk be added regarding pandemic flu and the current Coronavirus pandemic flu situation. Executive Team was advised that the MIMT would be meeting to discuss the risks and will then take a view on whether to add to the corporate risk register.	PD
3.0	<b><u>Digital, Data and Technology (DDaT) Pay Approach</u></b>	
3.1	Executive Team was asked to consider a report on the DDaT pay approach and assess its suitability for The National Archives.	
3.2	The approach had been introduced by Cabinet Office to provide market and demand-led pay guidance for all DDaT roles, grouped by level of demand in government and reflecting wider market conditions.	
3.3	A thorough review had been conducted regarding the suitability of the approach for The National Archives, specifically around digital and IT posts, where recruitment and retention were acknowledged to be problematic.	
3.4	The review had concluded that only a small number of staff would be positively impacted by the adoption of the DDaT pay framework and the cost and resources required to implement the approach were considered disproportionate to any benefits.	
3.5	Executive Team considered the report and acknowledged that wider issues, including progression and location also needed to be taken into consideration.	
3.6	Following discussion, the recommendation not to proceed with the DDaT approach was endorsed, on the basis that although the overall framework was good, it was not applicable on this occasion.  Action: PD/JCP to inform Cabinet Office	PD/J CP
4.0	<b><u>Draft Budget 2020-21</u></b>	
4.1	Executive Team was asked to review and comment on the draft budget report for 2020/2021.	
4.2	Executive Team will further review the draft budget following clarification of the points raised, and final figures becoming available.	
4.3	Action: PD to review budget for current commercial letting proposal	PD
4.4	Action: PM to check the current situation regarding long standing vacant posts	PM
5.0	<b><u>Future Planning for the Freedom of Information (FOI) Centre</u></b>	
5.1	Executive Team was asked to consider and discuss the proposal for a new staffing structure for the FOI Centre.	

5.2	Executive Team noted the ICO statutory targets and the team's aim to operate above that level. However it felt that it might be useful to compare our position with other government departments and look at how we balance our risk of non-compliance against other, wider compliance risks with other statutory obligations.	
5.3	Following discussion, Executive Team was broadly supportive of the proposal but aware of broader conversations regarding the budget.	
6.0	<p><b><u>Future Strategy and Plans for Education and Outreach</u></b></p> <p>6.1 Executive Team was asked to consider and approve a new strategy for the Education and Outreach department. The work of the department had evolved considerably over the last three years and it was felt that the development of a new strategy would provide a clear rationale for the development of future programmes and services.</p> <p>6.2 AP gave a presentation which outlined the mission and principles of the strategy and identified four strands of activity, for the next year and beyond. Examples of what the activity strands would involve were given, including working with The National Archives Trust, developing collaboration with new and existing partners, extending access to schools and students across the country, increasing community and well-being programmes and sharing knowledge, expertise and best practice.</p> <p>6.3 A brief update on some of the recent work undertaken by the team was given.</p> <p>6.4 Executive Team noted the presentation and agreed that the work of the team, and the strategy, were very inspiring.</p> <p>6.5 It was agreed that a more substantive conversation was required before approval could be considered.</p> <p>6.6 Action: Education and Outreach Strategy to be brought back to Executive Team for further discussion.</p>	
7.0	<p><b><u>Diaries / AOB</u></b></p> <p>7.1 Executive Team was advised that cross-government plans were being developed for the commemoration of VE Day in May, and the Media Manager and her team were considering how The National Archives could be involved.</p> <p>7.2 <b>There being no further business, the meeting was brought to a close.</b></p>	