

**Title:** Executive Team Meeting

**Date of Meeting:** 4<sup>th</sup> March 2020

**Attendees:**

John Sheridan (JS - Chair )	TNA	Kristen Dilworth (KD - Minutes)	TNA
Lucy Fletcher (LF)	TNA	Asha Bagayat (AB)	TNA
Jeff James (JJ)	TNA	Darren Austin (DA)	TNA
Paul Davies (PD)	TNA	HR Manager - Organisational Development (HRM)	TNA
Neil Curtis (NC)	TNA	Pauline Moore (PM)	TNA
		Head of Management Accounting (HMA)	TNA
		Media Manager (MM)	TNA

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

		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 26 February were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<b><u>Project Management Function – recommendations</u></b>	
2.1	The Executive Team was asked to consider and endorse a number of proposed changes and improvements within the Procurement, Project Delivery & Contract Management Function.	
2.2	NC noted that it had been several months since Procurement and Project Management functions combined into a single team – Procurement, Project Delivery & Contract Management – under the leadership of DA.	
2.3	DA stated that after receiving feedback from Directors and the Senior Leadership Team, there are a number of proposed changes and improvements within both functions, for the Executive Team’s consideration and endorsement.	

2.4	The Executive Team gave their full support and approved the recommendations.	
2.5	Action: NC to send comms to the Senior Leadership Team.	NC
3.0	<b><u>Staff Survey Results</u></b>	
3.1	The Executive Team was asked to review a summary of the Staff Survey results, agree areas where action was required, and note next steps.	
3.2	The Executive Team discussed if free text comments from the survey could be shared with the Senior Leadership Team.	
3.3	The Executive Team agreed to discuss with TUS the idea of sharing the free text comments with the Senior Leadership Team after next year's survey.	
3.4	JJ noted that he was happy to promote progress / updates through his blog and all staff emails (where appropriate).	
3.5	HRM stated that a further report would be provided in July, summarising corporate and departmental action plan and progress.	
3.6	Action: The results to be shared to staff via a story by JJ on Narnia.	JJ / HRM
4.0	<b><u>Draft Budget &amp; Draft Business Priorities 2020 – 21</u></b>	
4.1	The Executive Team was asked to review and comment on the draft budget report for 2020/2021.	
4.2	HMA presented progress that had been made with the 2020/21 Budget.	
4.3	Further mitigations were discussed, along with a list of posts that were either brand new or were vacant this time last year.	
4.4	The Executive Team agreed an action plan.	
5.0	<b><u>Pandemic Planning</u></b>	
5.1	PD reported on Monday's Major Incident Management Team Pandemic Action Plan meeting, which discussed response and recovery from a pandemic, in particular the increased risk of severe and sustained levels of staff absence. PD had completed the DWP questionnaire intended to assess our effectiveness of pandemic readiness. PD said we are in a good position on planning and have created a single page of information on Narnia and promoted existing NHS advice on the Welcome Wall notice, public and staff screens, which will be kept updated as new advice is released. Clarification was being sought from Civil Service HR on the treatment of absences related to Coronavirus, which will then be issued as guidance with FAQ. Work was underway to make an emergency amendment to the Special Leave Policy to cover absences related to the pandemic. Anticipating the need to report on the impact on services in the event of a pandemic outbreak, an electronic tool was being created for managers to track absences on a weekly basis.	

5.2	There was a discussion on the challenges of staying open to the public with reduced resources and the delivery of critical services in the event of a pandemic. PD agreed to write-round to Directors to identify critical services. In respect of Legislation Services, JJ said to be clear on what was critical for Government and what we would be obliged to deliver with reduced resources.	
5.3	The Executive Team asked PD to undertake scenario contingency planning - stating what our response would be under each situation.	
5.4	The Executive Team agreed to follow FCO advice in relation to overseas and domestic travel and said all scheduled staff travel would be voluntary. There was a discussion on the impact on forthcoming events at The National Archives. The Executive Team agreed it was business as usual until further advice from FCO/ ICA.	
6.0	<b><u>Diaries / AOB</u></b>	
6.1	Transfer to SharePoint – PD to find out the latest position.	PD
6.2	The Executive Team noted the decisions of the Reclosure Panel (January and February 2020) and thanked the team for their work in this difficult area.	
6.3	Re-closure Schedules – The Executive Team supported the delegation of approving re-closure schedules to PD and LF to speed up the process of reporting to the Advisory Council.	
6.4	The Executive Team approved the Gender Pay Gap report.	
6.5	<b>There being no further business, the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 11<sup>th</sup> March 2020

**Attendees:**

Caroline Ottaway–Searle (COS - Chair )	TNA	Kristen Dilworth (KD - Minutes)	TNA
Lucy Fletcher (LF)	TNA	Asha Bagayat (AB)	TNA
John Sheridan (JS)	TNA	Jane Craigie Payne (JCP)	TNA
Paul Davies (PD)	TNA	Pauline Moore (PM)	TNA
Neil Curtis (NC)	TNA	Head of Management Accounting (HMA)	TNA
Val Johnson (VJ)		Media Manager (MM)	TNA

**Apologies:** Jeff James (JJ)

		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 4 March were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<b><u>Equality impact of the 2019 Performance Review</u></b>	
2.1	The Executive Team was asked to review and discuss the 2019 Performance Review statistics, with a particular focus on Equality, Diversity and Inclusion.	
2.2	The Executive Team analysed the report and asked JCP for the results by Directorate level.	JCP
3.0	<b><u>COVID-19 update</u></b>	
3.1	PD reported on the latest Major Incident Management Team Pandemic Action Plan meeting. PD noted that for now we would remain open with no change to visiting hours, in line with advice from UK Government and Public Health England. All exhibitions, events and activities are going ahead as scheduled, but visitors are advised to check the website before they visit. This message is on the website.	

3.2	PD noted that the team considered various scenarios, with a focus on the maintenance of critical services.	
3.3	PD advised that there is a dedicated COVID-19 page on Narnia, with regular updates.	
3.4	PD stated that he met with TUS to make local modifications to the Special Leave Policy.	
3.5	PD reported that the Chair of The National Archives Board suggested having a Virtual Board meeting on 26 March.	
4.0	<b><u>Draft Budget 2020-21 &amp; Draft Business Priorities 2020-21</u></b>	
4.1	MG reminded ET of the budget position as at the previous meeting, and items that had been agreed by Directors in the last week, taking us to a shortfall of £2.5m. A suggestion list of potential further savings was offered, and the impact that these decisions would have, was discussed.	
4.2	A residual balance of £600k still needed to be met, and Directors agreed to individual targets. PM noted that given time constraints, we may need to be allocate these for bottom line budgets but identify specific areas to reduce after the Budget Report has been shared with Board.	
4.3	It was agreed that: <ul style="list-style-type: none"> <li>•NC would share a list of all the agreed changes with Directors for them to brief their HoDs directly.</li> <li>•The Head of Management Accounts would update the ledger with all of the agreed changes.</li> <li>•The Management Accounting team would rework the budget templates ready to share with HoDs so that everyone was clear on the agreed budget position ahead of the new year starting.</li> <li>•PM would brief SLT on the budget 'journey' at the next SLT meeting on Monday 16th March</li> <li>•Further analysis of Gazettes income would be undertaken.</li> </ul>	
5.0	<b><u>Diaries / AOB</u></b>	
5.1	PD reported that the Government Property Agency is suspending the Smarter Working programme.	
5.2	<b>There being no further business, the meeting was brought to a close.</b>	

**Title:** Executive Team Meeting

**Date of Meeting:** 18<sup>th</sup> March 2020

**Attendees:**

Val Johnson (VJ - Chair )	TNA	Kristen Dilworth (KD - Minutes)	TNA
Lucy Fletcher (LF)	TNA	Asha Bagayat (AB)	TNA
John Sheridan (JS)	TNA	Clarissa Angus (CA)	TNA
Paul Davies (PD)	TNA	Sam Whaley (SW)	TNA
Neil Curtis (NC)	TNA		
Caroline Ottaway–Searle (COS)	TNA		
Jeff James (JJ)	TNA		

**Apologies:** None

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		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 11 March were reviewed and approved.	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<b><u>Internal Audit Plan for 2020-21</u></b>	
2.1	The Executive Team was asked to review the draft internal audit plan for 2020-21 prepared by BDO.	
2.2	The Executive Team reviewed and discussed the plan.	
2.3	Action: NC to feed back the comments/suggested edits on the draft plan to BDO after the Executive Team meeting.	NC
2.4	The Executive Team made amendments to the 2020-21 Internal Audit Plan and asked for the revised draft to be bought back for final sign off, before being presented to Audit and Risk Committee.	NC
3.0	<b><u>Update on the production of the Annual Report and Accounts 2019-20</u></b>	
3.1	The Executive Team were asked to note progress on the production timetable for the 2019/20 Annual Report and Accounts.	

3.2	The Executive Team noted the update.	
3.3	Action: AB to circulate the production timetable to the Senior Leadership Team.	AB
4.0	<b><u>Future Plan for Executive Team meetings</u></b>	
4.1	The Executive Team was asked to consider and agree to trial a fortnightly meeting cycle starting from 1 April 2020. The trial will be reviewed in July 2020.	
4.2	AB also asked the Executive Team to consider and agree the introduction of 'Directors' Catch Up' sessions in the weeks in-between to provide them with informal space to share, learn and support each other, which in turn would promote good organisational leadership.	
4.3	AB noted that where there are urgent items to be considered, the diarised 'Directors' Catch-up' sessions can be turned into a partial or full Executive Team meeting	
4.4	The Executive Team approved the proposal.	
4.5	Action: AB to communicate the new meeting dates to the Senior Leadership Team.	AB
4.6	Action: AB to present the Terms of Reference for the Executive Team to review and agree at the next meeting.	AB
5.0	<b><u>COVID-19 update</u></b>	
5.1	PD reported that he met with the Senior Leadership Team to inform them on the decision to close the building and the plan for the rest of the week.	
5.2	PD advised that The National Archives shut to the public at 7pm on Tuesday 17th March with most staff working from home by Friday 20th March.	
5.3	PD stated that the site would be closed to everyone apart from an Essential Services Team who are remaining to keep the site, records and systems safe.	
5.4	Recruitment has initially paused and the candidates will be informed.	
5.5	JJ asked CA to draft a submission to our Ministers and DCMS officials highlighting our response – outlining the risks to the delivery of our statutory and Crown functions; and the risks for the wider archives sector including to archival heritage.	CA
5.6	JJ stated that he was keen that the performance review process kept going during this period.	
5.7	Action: PD and JCP will discuss with TUS.	PD / JCP
6.0	<b><u>February Financials</u></b>	
6.1	NC gave a verbal update of the early month 11 position. The report with full commentary will be circulated offline before the end of the week.	

6.2	Action: PM to circulate the February financial report to Executive Team. Due 20/03/2020	PM
7.0	<b><u>Draft Budget 2020-21 &amp; Draft Business Priorities 2020-21</u></b>	
7.1	<b><u>After meeting note:</u></b>	
7.2	The paper was circulated to the Executive Team on 20 March for their review and agreement to put forward to The National Archives Board.	
8.0	<b><u>Diaries / AOB</u></b>	
8.1	The Executive Team reviewed the Business Critical services.	
8.2	<b>There being no further business, the meeting was brought to a close.</b>	

**Title:** Extraordinary Executive Team (ET) Meeting on COVID-19  
**Date of Meeting:** 25<sup>th</sup> March 2020 at 10am in the Swan Room, TNA and via Video Conference (VC)  
**Attendees:**

Paul Davies (PD- Chair)	TNA	Asha Bagayat (AB) via VC (Minutes)	TNA
Caroline Ottaway–Searle (COS) via VC	TNA	Catherine Elliot (CE) via VC (Item 6)	TNA
Jeff James (JJ) via VC	TNA	Gemma Maclagan Ram (GMR) via VC (Item 6)	TNA
John Sheridan (JS) via VC	TNA	Customer Insight and Data Lead (CIDL) via VC (Item 5)	TNA
Lucy Fletcher (LF) via VC	TNA	Sam Whaley (SW) via VC	TNA
Neil Curtis (NC) via VC	TNA		
Val Johnson (VJ) via VC	TNA		

		Action
1.0	<b><u>Apologies and Declarations of Interest</u></b>	
1.1	There were no apologies for absence.	
1.2	There were no declarations of interest.	
2.0	<b><u>Minutes and Matters Arising</u></b>	
2.1	Subject to minor corrections, the Minutes of the three Extraordinary Executive Team meetings held on 17 March at 1pm, 17 March 4.30pm and 19 March 2020 were agreed as a correct record.	AB
2.2	There were no matters arising.	
3.0	<b><u>Feedback from Senior Leadership Team (SLT) on organisational preparedness/response to COVID-19</u></b>	
3.1	Item deferred to next week as SLT was not meeting until later in the week.	
4.0	<b><u>Business Critical Services</u></b>	
4.1	PD provided an update on discussions with DCMS on the classification of key workers and including essential services staff in it. All Essential Services Team	

	personnel have been issued with letters confirming that they are required to travel for work. Similar letters will be issued for business critical staff.	
4.2	Executive Team went through the Business Critical Services (BCS) list with a view to further scale back staff required onsite in response to the Government's latest advice.	
4.3	LF said the FOI Centre is looking at what level of service delivery is sustainable remotely.	
4.4	SW reported that a Ministerial Submission was being prepared which will include business critical services. The Policy Team were seeking guidance from the Information Commissioner's Office (ICO) on FOI and a note on this will be included in the Submission to seek support from DCMS with the ICO.	
4.5	<b>DECISION:</b> Executive Team agreed to shut down the Digital Records Infrastructure, to remove the need for staff coming on site to operate it.	
4.6	<b>DECISION:</b> Executive Team agreed that TSO staff required to travel for work to deliver the legislation publishing contract should be classed as business critical staff.	
4.7	PD confirmed that regular contact was being maintained with service provider management regarding contract terms and conditions and prompt payment of invoices following the latest HMRC measures.	
4.8	In respect of the 1921 Census Project, NC said he was in regular dialogue with ONS and FindMyPast (FMP). Work has largely paused and scenario planning was taking place to assess the ongoing impact of varying lengths of production delay on the launch date.	
4.9	<b>DECISION:</b> Executive Team endorsed FMP's decision to stand down operation at Titchfield.	
4.10	<b>ACTION:</b> All Directors to provide an update to the Head of Governance by 3pm for incorporation in the latest BCS list for publication to the Board.	ALL
5.0	<b><u>Oxford Economics</u></b>	
5.1	Executive Team was invited to discuss and sign off Oxford Economics' final assessment report on TNA's Total Economic Value and corresponding benefits to cost ratio.	
5.2	Executive Team felt the valuation was credible, reasonable and realistic.	
5.3	<b>DECISION:</b> Executive Team agreed the report.	
6.0	<b><u>Digital Downloads Options Paper</u></b>	
6.1	Executive Team were presented with an options paper to make digital downloads free as a goodwill gesture to the public during the period The National Archives building is closed to the public.	

6.2	There was a discussion on the mitigations to prevent bulk downloading and abuse of the service.	
6.3	<b>DECISION:</b> Executive Team agreed the recommendations in the report.	
7.0	<b><u>Director's Nominated Deputies</u></b>	
7.1	<b>ACTION:</b> For business continuity purposes, all Directors to have conversations with direct reports and send names of nominated deputies, who can stand in at Executive Team and Board meetings should the need arise, to the Head of Strategy and Chief Executive's Office and Head of Governance.	ALL
8.0	<b><u>Things Staff Can Do At Home</u></b>	
8.1	Executive Team discussed things that staff can do from home which will serve as a morale boost, giving a sense of purpose, and also provide business resource support. Suggestions included online learning related to the job and personal development, corporate training, performance reviews, lesson plans and transcribing projects.	
8.2	<b>ACTION:</b> COS agreed to lead on coordinating business resource support with help from colleagues in Marketing and Comms and HR.	COS
8.3	<b>ACTION:</b> JS said he had two web archiving and editing projects which colleagues could get involved in and would send the details to COS.	JS
8.4	<b>ACTION:</b> PD and COS agreed to raise business resource support at SLT.	PD/ COS
9.0	<b><u>Any Other Business</u></b>	
	<u>Volunteers</u>	
9.1	<b>DECISION:</b> Executive Team agreed that the NHS call out for volunteers should be pushed to all staff through the corporate text messaging service.	PD
9.2	<b>ACTION:</b> SLT to create a sub-group to coordinate volunteering.	PD
	<u>Events Programme</u>	
9.3	<b>DECISION:</b> Executive Team agreed to cancel all events until the end of June.	COS
	<b>There being no further business the meeting finished at 12.50pm</b>	