

Title: Executive Team Meeting

Date of Meeting: 1st April 2020

Attendees:

Jeff James (JJ) Chair	TNA	Trish Humphries (TH - Minutes)	TNA
Lucy Fletcher (LF)	TNA	Asha Bagayat (AB)	TNA
John Sheridan (JS)	TNA	Sam Whaley (SW)	TNA
Paul Davies (PD)	TNA	Malcolm Todd (MT) (items 1-3)	TNA
Neil Curtis (NC)	TNA	Clarissa Angus (CA) (items 1-2)	TNA
Caroline Ottaway–Searle (COS)	TNA	Customer Insight Officer (item 2)	TNA
Valerie Johnson (VJ)	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 18 March and the Extraordinary Meeting on 25 March were reviewed and approved with minor amendments	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<u>Benchmarking</u>	
2.1	An update was given on a benchmarking survey project which had been initiated with ICA-FAN members, as a first step in gathering data which archives and institutions could use to help set standards, and improve services and facilities. Although a large proportion of the FAN members had viewed the survey, the response had been lower than hoped, but still beneficial in considering the way forward.	
2.2	A presentation on the results was given to the Executive Team.	
2.3	Although it was acknowledged that the initial survey was based on very broad criteria, and necessarily reliant on metrics already used by The National Archives, it was agreed that future iterations should look to identify metrics used and valued by other organisations. This may also help to drive up participation. Where organisations don't routinely measure particular things, e.g cost per production,	

	future iterations could ensure that data are collected that allows these values to be derived.	
2.4	It was agreed that a tailored version of the responses should be circulated to the participants, with some of the information being shared more widely among the ICA-FAN members, as it was felt they might be more likely to join the project if they could see how it might assist them in demonstrating value and usefulness.	MI/CA
2.5	The team was thanked for their considerable efforts so far.	
3.0	<u>Corporate Risk Register</u>	
3.1	Executive Team reviewed the Corporate Risk register in relation to the current Covid-19 situation and discussed the best way to illustrate how it was likely to affect the risk levels.	
3.2	Members acknowledged that although it was important to highlight how risks might be affected by Covid-19, the current risks should remain clear. Following discussion it was agreed that a separate Covid-19 register be produced, with clear links to the Corporate Risk Register, but with separate pages for the various risk priorities.	
3.3	The main risk priorities to be included were: Statutory People – staff Finance & Commercial Audience Corporate	
3.4	Each area could then be divided into sub-sections to more accurately capture risks and work that was being undertaken to mitigate them.	
3.5	PD to produce a draft register and circulate to Executive Team for completion, with a version brought to the meeting on 15 April for further discussion.	PD
4.0	<u>Business Priorities</u>	
4.1	Executive Team discussed the Business Priorities and agreed it would be useful to consider what impact the current Covid-19 situation was likely to have. It was agreed to review the current list of priorities, and outline what might be achieved with a three-month or six-month delay. It was acknowledged that although some projects would need to be adapted to fit the revised timeframe, some could be carried over into the next financial year.	
4.2	JJ asked that, where possible, the financial implications of the delays be estimated, to assist with the ongoing budget forecasts.	
4.3	PD to produce a revised template for circulation.	PD
	<u>Review of April & May Board Agendas</u>	
5.0	Executive Team reviewed the agendas for the April and May Board meetings.	

6.0	<u>BDO Internal Audit Report</u>	
6.1	NC advised that there had been some additional changes to the draft Internal Audit Report in order to make it more reflective of recent Executive Team conversations.	
6.2	Executive Team members were asked to review the changes and provide comments by the end of the week, concentrating on Sections A and B.	NC
7.0	<u>Diaries / Any Other Business</u>	
7.1	Executive Team reviewed diaries and ongoing business commitments.	
7.2	PD advised that, in agreement with Graysons, most of the unused catering stock had been donated to a local charity and had been gratefully received.	
7.3	Executive Team noted that the contract with the British Film Institute, which was due for renewal, was being extended in its current form for the next three months.	
7.4	The provision of annual leave was discussed. Executive Team noted that Civil Service guidance was likely to advise a relaxation of the requirement to take leave within the twelve month period, with any outstanding leave being carried over for use in the next two years.	
7.5	JS confirmed that the Digital Records Infrastructure had been shut down successfully.	
7.6	There being no further business, the meeting was brought to a close.	

Title: Executive Team Meeting

Date of Meeting: 15 April 2020

Attendees:

Jeff James (JJ) Chair	TNA	Trish Humphries (TH - Minutes)	TNA
Lucy Fletcher (LF)	TNA	Asha Bagayat (AB)	TNA
John Sheridan (JS)	TNA	Sam Whaley (SW)	TNA
Paul Davies (PD)	TNA	Volunteer Co-ordinator (KK)	TNA
Neil Curtis (NC)	TNA	Emma Markiewicz (EM)	TNA
Caroline Ottaway–Searle (COS)	TNA	Andrew Rowley (AR)	TNA
Valerie Johnson (VJ)	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 1 April were reviewed and approved with minor amendments	
1.3	Executive Team reviewed and updated the Action Log.	
2.0	<u>Volunteer Update</u>	
2.1	A strategy on Volunteering at The National Archives had been approved by Executive Team in 2018. An update paper outlining the current position and identifying a number of opportunities and risks was presented to Executive Team, who were asked to consider how improvements could be made so that volunteers might have greater opportunity to support the delivery of our strategic objectives.	
2.2	Executive Team noted the many projects which had been successfully completed by volunteers and the range of volunteering opportunities being made available. One current project was proving very successful, with over 400 new volunteers being signed up in the last week. However, it was acknowledged that there were still challenges regarding recruitment of younger people.	
2.3	Executive Team was asked to consider the following: <ul style="list-style-type: none"> The establishment of an online portal for online volunteers to communicate, receive updates and messages and interact 	

<p>2.4</p> <p>2.5</p> <p>2.6</p> <p>2.7</p>	<ul style="list-style-type: none"> The provision of an in-house remote transcription platform. The main system currently being used had been retired from a previous project and required considerable maintenance and updating. A recent trial subscription to an external platform was working well, but would not be appropriate for all remote projects, and the level of support provided was much lower than if the platform was run in-house. Such a platform would also allow the number of online projects to increase. <p>Executive Team suggested that consideration should be given to incorporating the requirement for an in-house platform with the work currently being undertaken on Project Alpha. Staff in Digital Services had already been working on the creation on an online portal prototype, and if successful, there may be an opportunity to roll this out on a trial basis.</p> <p>It was suggested that, initially, current online community platforms should be explored to establish whether they might be suitable for use in communicating with volunteers, and Executive Team agreed to consider any request for subscription funding.</p> <p>The provision of better space and facilities for on-site volunteers was also briefly discussed and Executive Team agreed that provision of a space should be investigated as soon as the building was accessible again.</p> <p>The Volunteer co-ordination team was congratulated on their considerable achievements in the projects being undertaken, and were asked to liaise with Research and Digital Services teams to develop a way forward.</p>	
<p>3.0</p> <p>3.1</p> <p>3.2</p> <p>3.3</p>	<p><u>Q4 Balanced Scorecard & Business Priorities</u></p> <p><u>Q4 Corporate Scorecard</u> Executive Team reviewed the Corporate Scorecard. It was acknowledged that there were some variations which were explainable in the current climate but not obvious through the figures. It was agreed that the narrative should be improved to more clearly reflect the true picture.</p> <p><u>Q4 Business Priorities</u> Executive Team reviewed the Q4 Business Priorities report. It was felt that some of the narrative should be revised to more accurately reflect the current position. The high level marking did not acknowledge that there have been some noteworthy achievements, even in areas where the priority was not fully achieved.</p> <p>With minor revisions, the final Scorecard and Business Priorities reports will be put before the Board at their next meeting.</p> <p>Action: Directors to revise narrative to more accurately reflect the current position.</p>	<p>PD</p> <p>PD</p>
<p>4.0</p> <p>4.1</p>	<p><u>Business Priorities 2020-21</u></p> <p>Executive Team considered a draft paper outlining the Business Priorities for 2020-21. The spreadsheet had been amended to reflect the current Covid-19 situation, outlining what might still be achievable should the organisation remain closed for a</p>	

	<p>longer period. It was acknowledged that even when the current restrictions are lifted, the definition of 'normal' is likely to be very different, and Executive Team were keen to ensure that the Business Priorities reflected the willingness and ability to adapt to whatever circumstances arose in the future.</p>	
4.2	<p>It was agreed that the narrative should more accurately reflect what might be achievable, what plans could be put in place and where our focus will be. The provision of some ballpark costings would be helpful to ascertain where funds might need to be reallocated, although it was stressed that no funding requirement changes were being agreed at present.</p>	
4.3	<p>The publication of a Business Plan was discussed. A four year plan had been agreed with Ministers, and it was felt that, in the current climate, it might be useful to have an outline of the proposed priorities which, by the end of the year, could provide an overview of what had been proposed against eventual achievements given the lockdown restraints.</p>	
4.4	<p>An additional Business Priority was considered, to cover the work currently being done to support the Government during the Covid-19 period, specifically regarding the publication of legislation and continued provision of limited services to government and the public.</p> <p>Action: Directors to revise narrative to more accurately reflect what might be achievable</p>	
5.0	<p><u>Corporate Risk Register & COVID 19 Risk Register</u></p>	
5.1	<p>The Corporate Risk Register was reviewed and updated.</p>	
5.2	<p>The draft Covid-19 Risk Register was reviewed.</p>	
5.3	<p>It was agreed that the format should be revised to allow for easier perusal online.</p>	
5.4	<p>Some minor amendments were agreed.</p> <p>Action: PD to revise format to allow for easier online reading.</p>	PD
6.0	<p><u>Terms of Reference of the Executive Team</u></p>	
6.1	<p>An annual review of the Terms of Reference for the Executive Team had been conducted and some minor amendments were discussed.</p>	
6.2	<p>A revised Terms of Reference will be circulated, incorporating the agreed changes, for approval by write-round.</p>	
7.0	<p><u>Places of Deposit</u></p>	
7.1	<p>Executive Team considered a report by members of the Archives Sector Development team on the impact of the Coronavirus outbreak on the place of deposit network.</p>	

7.2	An initial assessment had been made of the steps taken by places of deposit to safeguard collections and continue public services and other core functions where possible.	
7.3	This assessment formed part of a wider programme of work being undertaken by the team on the impact of the Coronavirus outbreak and how the sector can best be supported in the short and longer term.	
7.4	The current level of risk to collections in Places of Deposit appears to be acceptable. Effective steps have been taken to protect the collections, although vigilance and continued close working with the network will be vital. Overall, guidance has been well received and it was reassuring to note that the sector had gone to great lengths to safeguard collections and try to maintain some level of public service.	
7.5	Executive Team asked that the situation in the devolved nations be included in the report which would be submitted to the Board.	
7.6	From the initial assessment, and conversations across the sector, three main topics of concern had regularly been raised:	
7.7	<p>Maintaining the safety and security of collections</p> <p>Access arrangements</p> <p>Staffing</p>	
7.8	A further high level survey was being conducted across the wider sector, including business and charity archives and it was anticipated that these three themes would again emerge as priorities along with funding. Work was already underway in producing advice and guidance.	
7.9	Executive Team noted the report and thanked the team for their efforts to ensure the continuation of support and communication across the archive sector.	
8.0	<u>Diaries / Any Other Business</u>	
8.1	Executive Team reviewed diaries and ongoing business commitments.	
8.2	Executive Team noted that The National Archives was currently working with ICA on a statement regarding the importance of records management at this time. An international statement will be published by ICA.	
8.3	<p>PD advised that the HR team was currently drafting a statement for staff on Annual and Special Paid leave, following government advice. Executive Team was keen to re-iterate to staff that those who were at home and not working should not feel guilty, as the current situation was unprecedented.</p> <p>There being no further business, the meeting was brought to a close.</p>	

Title: Extraordinary Executive Team (ET) Meeting on COVID-19

Date of Meeting: 22nd April at 10am via Video Conference (VC)

Attendees:

Jeff James (JJ – Chair)	TNA	
Caroline Ottaway–Searle (COS)	TNA	
Lucy Fletcher (LF)	TNA	
John Sheridan (JS)	TNA	
Paul Davies (PD) – Minutes	TNA	
Neil Curtis (NC)	TNA	
Valerie Johnson (VJ)	TNA	

Apologies: None

		Action
1.0	<u>Annual Leave</u>	
1.1	PD presented options for the treatment of staff annual leave as a result of the COVID-19 crisis.	
1.2	DECISION: Executive Team agreed the proposed arrangements, subject to consultation with TUS on 27 April 2020.	PD
2.0	<u>End of Year Accountability Statements</u>	
2.1	Executive Team discussed the responses to the additional COVID-19 questions on the end of year Accountability Statements.	
3.0	<u>Reoccupation and reopening</u>	
3.1	<p>PD provided an update on The Major Incident Management Team’s (MIMT) discussions on possible scenarios for when the lockdown measures are relaxed and reported on the following plans for the reoccupation and reopening of the Kew site:</p> <ul style="list-style-type: none"> • Re-mobilisation of the building and preparations in bringing the building back into use. ▪ Re-occupation by staff, likely to be done in phases. ▪ Re-opening to the public - in line with social distancing guidelines and our ability to provide services and control access. 	

3.2	DECISION: Executive Team agreed communication to Senior Leadership Team and staff regarding the planning for building reoccupation and reopening.	PD
4.0	<p><u>Preparedness for Cultural Change</u></p> <p>4.1 Executive Team discussed the draft Internal Audit review report on Preparedness for Cultural Change</p> <p>4.2 ACTION: Executive Team agreed to have a further director's discussion on the report.</p> <p>There being no further business the meeting was drawn to a close. The meeting was followed by a Director's Catch up session.</p>	NC/ PD