Date of Meeting: 1 February 2024 at 10.00am	Location: Swan Room & Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	

PRESENT	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	**Also in attendance**
Neil Curtis (NC) – Chief Operating Officer (via VC)	Darren Austin (DA) – Head of Procurement (for item 6)
Lucy Fletcher (LF) – Director of Public Access & Government Services	Asha Bagayat (AB) – Head of Governance
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Learning & Engagement Advisor (for item 4)
Andrea Metcalf (AM) – Director for People, Inclusion & Change	Hannah Lee (HL) – Head of HR and Business Partnering (for item 4 via VC)
John Sheridan (JS) – Chair – Digital Director	Mark Newman (MN) – Head of Estates & Facilities (for item 5)
	Marie Twomey-McLeod (MTM) – Head of Finance (for items 2 and 3)
	Juergen Vervoorst (JV) – Head of Collection Care (for item 5 via VC)
	Governance Coordinator (Minutes)

Minutes

1. Apologies & Declaration of Interests

1.1. Apologies for absence were received from Jeff James.

1.2. There were no declarations of interest.

2. 9 + 3 Forecast

MTM joined the meeting.

2.1. MTM introduced the item. MTM summarised the financial position.

2.2. ET discussed the 9 + 3 forecast.

2.3. **Decision:** ET approved the 9 + 3 forecast.

2.4. **Action:** Directors to highlight areas of underspend to Finance by Tuesday 6 February.

3. Budget 2024-25

3.1. NC introduced the item. MTM explained that Directors' requests for staff had been clarified and prioritisation had been collated.

3.2. ET evaluated each directorate's vacancies and new posts by priority.

3.3. ET discussed methodologies for prioritisation and shaping the overall organisation according to statutory obligation and strategic priorities.

3.4. **Decision:** ET noted the update.

3.5. **Action:** MTM and team to draw up a proposed budget and return to ET on 8 February.

MTM and NC left the meeting.

4. Wellbeing Update

HL and the Learning & Engagement Advisor joined the meeting.

4.1. AM introduced the item. There had been a 2% dip in staff engagement since the previous year to 67%. There were challenges with morale and there had been less engagement with Employee Assistance Programme (EAP) resources.

4.2. ET discussed how to best to promote EAP resources to staff and how to support managers.

4.3. ET discussed wider employment contexts relating to staff engagement.

4.4. **Decision:** ET noted the update.

4.5. **Action:** AM to draft a paper to present to the Board at the meeting on 29 February 2024.

HL and the Learning & Engagement Advisor left the meeting.

5. Sustainability

JV and MN joined the meeting.

5.1. GMR introduced the item, explaining that the paper was an early view on how thinking was developing about sustainability and proposed some ways to move forward, including developing a strategy for sustainability.

5.2. JV advised that important improvements had been made but it was still important to do more, both in terms of environmental impact and mitigating rising energy costs.

NC rejoined the meeting.

5.3. ET discussed reporting and capturing data on Scope 3 emissions, approaches to de-carbonisation and a need to ready the organisation for such changes.

5.4. ET also discussed developing a sustainability strategy including areas of focus.

5.5. **Decision:** ET endorsed the approach to sustainability in the paper and the proposal to begin work on a sustainability strategy.

JV and MN left the meeting.

6. **Public Procurement Reform**

DA joined the meeting.

6.1.   GMR introduced the item. The Procurement Act 2023 had been published, with policies and training to follow later in 2024.

6.2.   DA advised that he had been reviewing the Act and would continue to review The National Archives' processes to ensure compliance as the new policies were published.

6.3.   ET discussed the key themes of the Act.

6.4.   **Decision:** ET noted the update.

DA left the meeting.

7. **AOB**

Catch up with Exec Team

7.1.   **Action:** AM to ask the team to review the date of the session.

8. **For information and noting items**

8.1.   ET noted the Staff Survey Results 2023, the Corporate Reporting Schedule and the Forward Agenda.

There being no further business, the meeting was brought to a close at 12.36.

Date of Meeting: 8 February 2024 at 10.00am	Location: Swan Room & Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	

PRESENT	
Gemma Maclagan Ram (GMR) – Chair – Director of Research & Commercial Development	**Also in attendance**
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance
Neil Curtis (NC) – Chief Operating Officer	Jack Butterworth (JB) – Interim Head of Research & Head of Grants & Funding (via VC for item 4)
Lucy Fletcher (LF) – Director of Public Access & Government Services	Helen Farmer (HF) – Interim Head of CEO's Office (via VC)
Jeff James (JJ) – Chief Executive Officer & Keeper (via VC)	Media Manager (via VC for item 3)
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Sonia Ranade (SR) – Head of Digital Archiving (for item 7)
John Sheridan (JS) – Digital Director	Marie Twomey-McLeod (MTM) – Head of Finance (via VC for item 5)
	Governance Coordinator (Minutes)

Minutes

1. **Apologies & Declaration of Interests**

   1.1. No apologies for absence were received.

   1.2. There were no declarations of interest.

2. **Minutes, Actions Log & Matters Arising**

   2.1. The Executive Team (ET) reviewed the minutes of the meeting held on 25 January and 1 February 2024, which were approved pending minor amendments.

   2.2. ET reviewed and updated the Actions Log.

3. **Media Briefing**

   The Media Manager joined the meeting.

   3.1. The Media Manager presented a briefing on recent media coverage relating to The National Archives. The newly opened exhibition, Great Escapes, had received significant attention from national and international new outlets across broadcast and print media.

   3.2. ET discussed the briefing.

   3.3. **Decision:** ET noted the briefing.

The Media Manager left the meeting.

4. The National Archives Trust Update

JB joined the meeting.

4.1. GMR introduced the item, explaining that the paper was being circulated for discussion prior to presentation at the Board meeting on 29 February.

4.2. ET discussed the paper including the current funding landscape in which the Trust was operating.

4.3. **Decision:** ET approved the paper, subject to amendments.

4.4. **Action:** JB to develop the paper in conjunction with ET for presentation at the Board meeting on 29 February.

JB and HF left the meeting.

5. Budget 2024-25

MTM joined the meeting.

5.1. NC introduced the item, stating that the paper presented a proposal for the allocation of staff resourcing, CDEL and RDEL for 2024-25, which ET were asked to consider.

5.2. MTM explained current proposals.

5.3. ET discussed resourcing for FOI requests.

5.4. MTM advised that there would be further discussion then final proposals would be brought to the ET meeting on 22 February.

5.5. **Decision:** ET noted the update.

MTM left the meeting.

6. People, Inclusion & Change Strategy

6.1. AM introduced the item, presenting an updated version of the People, Inclusion and Change Strategy prior to discussion at Board on 29 February. The pillars had been updated with greater detail since ET had last seen them.

6.2. ET discussed how external circumstances and organisational challenges were reflected in the paper and alignment with wider Civil Service priorities.

6.3. ET also discussed how the Strategy could articulate future skills needs and growing internal talent.

6.4. **Decision:** ET approved the Strategy, subject to further revision.

6.5.   **Action:** AM to revise the Strategy for presentation at the Board meeting on 29 February.

HF rejoined the meeting.

7.   Living Digital Archive

SR joined the meeting.

7.1.   JS introduced the item, explaining that the paper presented an update on The National Archives' progress with digital archiving, prior to discussion at the Board meeting on 29 February. Engagement with transferring bodies had developed significantly in recent years and the team now managed transfers of born digital records as part of business-as-usual activity, rather than as individual projects.

7.2.   ET discussed how to best contextualise within the paper the scale of progress and current activity.

7.3.   ET also discussed how the digital directorate were managing shifts in priorities and the implications of growth in digital archiving in terms of other resourcing priorities.

7.4.   **Decision:** ET approved the paper, subject to amendments.

7.5.   **Action:** JS to revise the paper for presentation the Board meeting on 29 February.

8.   AOB

CUWET

8.1.   AM advised that the dates of the next Catch Up with Exec Team would be confirmed shortly.

Marketing Team

8.2.   EJA advised that the Marketing team was currently running at lower than usual capacity.

9.   For information and noting items

9.1.   ET noted the Corporate Reporting Schedule and the Forward Agenda.

There being no further business, the meeting was brought to a close at 13.10.

Date of Meeting: 22 February 2024 at 10.00am	Location: Swan Room & Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	

Present	Also in attendance
Andrea Metcalf (AM) – Chair – Director of People, Inclusion & Change	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management (for item 11)
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance
Neil Curtis (NC) – Chief Operating Officer	Partner, Risk Consulting – Public and Social Sector, Mazars (via VC for item 3)
Lucy Fletcher (LF) – Director of Public Access & Government Services	Helen Farmer (HF) – Interim Head of CEO's Office (via VC for items 8-12)
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Alex Forbes (AF) – Head of Government Services, Strategy and Engagement (for item 9)
John Sheridan (JS) – Digital Director	Corporate Performance Manager (via VC for items 3-7)
	Corporate Performance Manager (via VC for items 3-7)
	Head of Advocacy and Partnerships Team (via VC for item 12)
	Mark Newman (MN) – Head of Procurement, Project Delivery and Contract Management (for item 11)
	Helen Potter (HP) – Head of Information Rights Strategy (for item 9)
	Marie Twomey-McLeod (MTM) – Head of Finance (for items 9-10)
	Governance Coordinator (Minutes)

Minutes

1. **Apologies & Declaration of Interests**

   1.1.   Apologies for absence were received from Jeff James.

   1.2.   There were no declarations of interest.

2. **Minutes, Actions Log & Matters Arising**

   2.1.   The Executive Team (ET) reviewed the minutes of the meeting held on 8 February 2024, which were approved.

   2.2.   ET reviewed and updated the Actions Log.

3. **Internal Audit Update 2023-24 & Audit Plan 2024-25**

The Corporate Performance Managers and the Partner, Risk Consulting – Public and Social Sector, Mazars joined the meeting.

3.1. NC introduced the item. The Partner, Risk Consulting – Public and Social Sector, Mazars, presented an update on progress with the internal audit for 2023-24. The timeframe was generally on track to be able to provide an end-of-year audit opinion, to present to the Audit and Risk Committee meeting in June.

3.2. The Partner, Risk Consulting – Public and Social Sector, Mazars, presented suggested areas of focus for the internal audit for 2024-25. It was proposed to remove two areas, one that had been covered in the current year and one that was no longer viewed to be a corporate risk.

3.3. ET reviewed the suggested areas of focus and the appropriate scope and timeframe for them. It was agreed to amend the scope of two areas, Strategic Partnerships and Contract Management, due to changing external factors.

3.4. **Decision:** ET noted the update and approved the audit plan for 2024-25 for recommendation to the Audit and Risk Committee meeting on 4 March.

3.5. **Action:** NC to update Mazars on the Strategic Partnerships Audit Area following discussion at the Board meeting on 29 February.

The Partner, Risk Consulting – Public and Social Sector, Mazars left the meeting.

4. **Internal Audit Recommendations Tracker**

4.1. IG presented the Internal Audit Recommendations Tracker for review. There had been no requests for extension.

4.2. ET reviewed the tracker.

4.3. **Decision:** ET approved the Internal Audit Recommendations Tracker for recommendation to the Audit and Risk Committee meeting on 4 March.

5. **Statement of Internal Control**

5.1. DH presented the Statement of Internal Control for review. Amendments had been made since the previous review by ET based on their comments.

5.2. ET reviewed the Statement of Internal Control, discussing the format of the questions and how to best use it to gauge users' understanding of compliance relevant to their areas of activity.

5.3. **Decision:** ET approved the Statement of Internal Control for recommendation to the Audit and Risk Committee meeting on 4 March.

6.   **Risk Appetite Matrix**

6.1.   DH presented the Risk Appetite Matrix for review. Amendments had been made since the previous review by ET based on their comments.

6.2.   ET discussed the definition of the gradated levels of risk appetite, how the matrix conveys this visually, and how the matrix functions within the risk management process.

6.3.   **Decision:** ET approved the Risk Appetite Matrix.

7.   **Corporate Risk Register & Issues Log**

7.1.   NC introduced the item. The Corporate Performance Manager requested ET to review the Risk Register and the Issues Log. Enduring risks had been reviewed to add target dates or action plans on the recommendation of the review of Risk Management conducted in autumn 2023.

7.2.   ET reviewed the status of the risks.

7.3.   ET discussed target dates and action plans for the enduring risks.

7.4.   **Decision:** ET approved the Risk Register and the Issues Log for recommendation to the Audit and Risk Committee meeting on 4 March

7.5.   **Action:** DH to update the Risk Register and Issues Log with Directors' input.

    The Corporate Performance Managers left the meeting.

8.   **Budget 2024-25**

    MTM joined the meeting.

8.1.   MTM asked ET to review the proposed Core RDEL and CDEL allocations. MTM talked ET through changes since the previous update.

8.2.   ET discussed the proposed non-staff costs.

8.3.   **Decision:** ET approved the Budget for 2024-25.

8.4.   **Action:** Directors to cascade decisions on staff and project budgets to SLT.

9.   **Cost Recovery**

    AF and HP joined the meeting.

9.1.   LF introduced the item, explaining that costs for resourcing FOI requests were increasing year on year. LF asked ET to consider the timing and scope of a proposed business case to be put to HM Treasury.

9.2.   ET discussed the options presented for the business case.

9.3.   **Decision:** ET noted the paper and approved the proposal.

    AF, HP and MTM left the meeting.

10. **Archives Unlocked**

The Head of Advocacy and Partnerships Team joined the meeting.

10.1. EJA introduced the item and asked ET to consider a proposed Invitation to Tender for refreshing the government's vision for the archive sector, Archives Unlocked.

10.2. ET discussed the scope and phasing of the project and The National Archives' role in gathering and representing the needs of the sector.

10.3. **Decision:** ET approved the proposed Invitation to Tender, pending amendments, and the approach towards refreshing Archives Unlocked.

EJA and the Head of Advocacy and Partnerships Team left the meeting.

11. **Q1 Windows**

DA and MN joined the meeting.

11.1. NC introduced the item, asking ET to consider the three bids from suppliers as laid out in the paper.

11.2. ET discussed communicating with building users regarding disruption during the project.

11.3. **Decision:** ET approved the proposal.

DA and MN left the meeting.

12. **AOB**

CUWET

12.1. ET discussed suggested topics for the next Catch Up with Exec Team on 28 February.

Collections Offers

12.2. GM advised that there had been offers to donate records relating to the Great Escapes exhibition.

12.3. **Action:** EJA to follow up on offers to donate records relating to the Great Escapes exhibition.

13. **For information and noting items**

13.1. ET noted the Corporate Reporting Schedule and the Forward Agenda.

There being no further business, the meeting was brought to a close at 13.37.