

Date of Meeting: 09 June 2022 at 10.00	Location: Swan Room & Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	
ATTENDEES			
Valerie Johnson (VJ) – Director of Research and Collections (Chair)	Asha Bagayat (AB) – Head of Governance (via VC)		
Emmajane Avery (EJA) – Director of Public Engagement	Beth Brunton (BB) – Head of The National Archives Trust (for item 3)		
Jeff James (JJ) – Chief Executive and Keeper	Steve Burgess (SB) – Head Of Events & Exhibitions (for item 3)		
Gemma Maclagan Ram (GMR) – Commercial Director	Head of Private Office (via VC)		
John Sheridan (JS) – Digital Director	Strategic Relations Coordinator (for item 4)		
Aaron Smith (AS) – Corporate Services Director (via VC)	Elana Kudelka – Governance Coordinator (Minutes)		
	Chris Mumby (CM) – Head of Business Development (for item 3)		

Minutes

1. Apologies & Declaration of Interests

- 1.1. There were no declarations of interest.
- 1.2. Neil Curtis, Lucy Fletcher and Andrea Metcalf sent their apologies.

2. Minutes, Action Log and Matters Arising

- 2.1. The Executive Team (ET) reviewed the minutes of the previous meetings, held on 19 and 27 May 2022, which were approved, subject to amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. Spirit of Invention Programme

- 3.1. EJA introduced the item, providing background context to the paper which set out the concept for a wider national campaign and programme, combining on-site, regional and digital participation, to accompany the Spirit of Invention Exhibition at The National Archives next year.
- 3.2. EJA then passed over to CM, BB and SB who provided a more detailed overview of the proposed programme which would support the education and creativity of young people nationally.
- 3.3. CM and BB noted how the programme had the potential to generate opportunities for new partnerships and corporate sponsorship as well as cross-government links.

- 3.4. ET emphasised the importance of engaging with different areas of the organisation on this concept such as the Grants and Funding Office, the Archives Sector Development Department and the Academic Engagement team in order to ensure a collaborative approach.
- 3.5. JJ noted that this programme would also be a great opportunity to provide further archive sector funding and grants to regional archives.
- 3.6. **Decision:** ET thanked CM, BB and SB for all their work on the paper and endorsed the concept of a wider national Spirit of Invention campaign. ET also noted their support for colleagues to further explore options and approaches to external parties to test the appetite and participation levels for this concept.
- 3.7. ET noted CM's, BB's and SB's assurance that a more detailed update on the programme's progress would be provided at an Executive Team Meeting towards the end of the summer.

4. ICA Roma Conference Participation

- 4.1. JJ introduced the paper, stating that the Executive were being asked to note and feedback on The National Archives' proposed contribution to the ICA Roma Conference in September 2022.
- 4.2. ET discussed The National Archives' contribution to the conference and decided which colleagues from the organisation would be best placed to attend this conference.

5. Estates Strategy Committee Meeting Minutes

- 5.1. ET noted the Minutes.
- 5.2. AS updated ET that in the coming months, decisions would have to be made about the priority of estates projects and that consequently a paper would be brought before the Executive Team to discuss this further.
- 5.3. JJ requested that going forward a cover report should be produced to accompany minutes in order to pull out for Directors key themes from the respective meetings.

6. Operational Management Team (OMT) Minutes and Forward Agenda

- 6.1. ET noted the Minutes and Forward Agenda.
- 6.2. AS provided an update that OMT are now having greater visibility of the work of committees such as the Estates Strategy Committee, Health and Safety Committee, and the Departmental Security Committee in order to better align with Board, and Audit and Risk Committee meetings.

7. Any Other Business and Forward Agenda

- 7.1. VJ provided an update on the recent results from an analysis of the FCO141 records and the Executive Team discussed next steps.
- 7.2. EJA noted that the staff party on 20 June had now been announced to the

wider organisation.

- 7.3. **Post Meeting Note:** ET are holding special meetings in relation to preparing The National Archive's Civil Service 2025 submission due on 30 June. Separate records are being maintained for these meetings.

There being no further business, the meeting was brought to a close at 11:18.

Date of Meeting: 23 June 2022 at 10.00	Location: Swan Room & Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	
ATTENDEES			
Jeff James (JJ) – Chief Executive and Keeper (Chair)	Beth Brunton (BB) – Head of Development, Public Engagement (for item 3 via VC)		
Emmajane Avery (EJA) – Director of Public Engagement	Rachael Corver (RC) – Head of Marketing and Communications (for item 4 via VC)		
Neil Curtis (NC) – Chief Operating Officer	Corporate Performance Manager (for item 6 via VC)		
Lucy Fletcher (LF) – Public Access & Gov Services Director	Corporate Performance Manager (for item 6 via VC)		
Gemma Maclagan Ram (GMR) – Commercial Director (via VC)	Head of Strategic Operations and Volunteers (for item 4 via VC)		
Andrea Metcalf (AM) – Director of People, Inclusion and Change	Elana Kudelka – Governance Coordinator (Minutes via VC)		
Aaron Smith (AS) – Corporate Services Director (via VC)	Regional Community Partnerships Manager (for item 4 via VC)		
	Sam Whaley (SW) – Head of Chief Executive's Office and Strategy (via VC)		
Head of International & External Affairs (for item 5)	Internal and Stakeholder Communications Officer (for item 5)		
Asha Bagayat (AB) – Head of Governance (via VC)			

Minutes

1. Apologies & Declaration of Interests

- 1.1. There were no declarations of interest.
- 1.2. John Sheridan, Valerie Johnson and Helen Farmer sent their apologies.

2. Minutes, Action Log and Matters Arising

- 2.1. The Executive Team (ET) reviewed the minutes of the previous meeting, held on 09 June 2022, which were approved, subject to amendments.
- 2.2. It was agreed that NC would review the special ET meeting minutes from 16 June out of committee and then share with the wider Executive Team for write round approval.
- 2.3. ET reviewed and updated the Actions Log.

3. Public Engagement Strategy

- 3.1. EJA introduced the item, noting that since the initial outline of the Public Engagement Strategy in March 2022 this paper was being brought before

ET to provide an update on the further development of a full strategic Public Engagement plan.

- 3.2. EJA highlighted that prior to other reiterations of the strategy which made reference to five equal 'pillars' the new Public Engagement Strategy focusses on the one strategic goal of growth.
- 3.3. ET recognised the implications that Civil Service 2025 might have on the development of the Public Engagement Strategy.
- 3.4. ET discussed the Public Engagement Strategy in detail noting the challenging nature of some of The National Archives' Collection, the need to be collaborative nationally and internationally as well as to be more inclusive and to give a platform to others within the programme. ET also noted that the strategy could reflect some current, and wider, government policies.
- 3.5. ET agreed that 2025 was too short a horizon and suggested that the strategy should look further ahead.
- 3.6. ET reiterated the need to be more ambitious when measuring the success of the strategy. AS suggested the use of graphic projections in order to demonstrate this.
- 3.7. **Decision:** ET sent their thanks to BB for all her work on the paper and noted their support for the direction of the Public Engagement Strategy. ET recommended the paper to Board for review on 19 July.

4. Update on Windrush 75 Public Programme

- 4.1. EJA introduced the item, noting that the paper was being brought back before ET following an initial discussion at an ET meeting on 26 April 2022 in order to provide an update on the plans to commemorate the 75th anniversary, in June 2023, of the arrival into Tilbury Harbour of HMT *Empire Windrush*.
- 4.2. ET discussed the programme proposal and outputs in detail as well as highlighting the opportunity that the programme would present to develop partnerships both externally and at Kew, particularly with community groups.
- 4.3. ET recognised the impact that Civil Service 2025 might have on the programme and consequently asked the project team for a further update in the Autumn of 2022.
- 4.4. ET noted their wish to see a tiered programme proposal, gold, silver and bronze, including financial and resource numbers for each level of engagement.
- 4.5. **Action:** AM to invite the project group to attend the Equality, Diversity and Inclusion (EDI) forum.
- 4.6. **Decision:** ET sent their thanks to the Head of Strategic Operations and Volunteers, the Regional Community Partnerships Manager and the Senior Marketing Officer for all their work on the paper and noted their continuing support for the delivery of a programme to commemorate Windrush 75 in June 2023, subject to available resources.

5. Hear Together Volunteers Update

- 5.1. JJ introduced the paper and then passed over to the Internal and Stakeholder Communications Officer who talked through the presentation in detail.
- 5.2. The Internal and Stakeholder Communications Officer introduced who the Hear Together Volunteers are, providing background information about the network, its formation, and the work they do as a group including activities such as Time to Talk Day, Mental Health Awareness Week and Stress Awareness Day to name a few.
- 5.3. The Internal and Stakeholder Communications Officer and the Head of International & External Affairs also provided an overview of the work, activities, and events that the network wanted to achieve for the rest of the year.
- 5.4. AM reiterated the importance of providing support to staff in light of Civil Service 2025 and noted her wish to work not only with the Hear Together Volunteers but with wider organisational networks to do so. AM suggested the creation of a forum where the organisation's various networks could come together in order to have cross network forums and conversations.

EK left the meeting at 11:20.

- 5.5. LF suggested involving the Hear Together Volunteers in the staff induction process. JJ and AM agreed to pick this up and the wider Corporate Induction programme outside the meeting.
- 5.6. Some Directors shared their lived experiences and examples of active management of their own mental wellbeing and noted the importance of empathy.
- 5.7. **Decision:** ET sent their thanks to the Internal and Stakeholder Communications Officer and the Head of International & External Affairs for all their work on the paper and noted their support, recognition and thanks for all the important work that the Hear Together Volunteers do across the organisation.
- 5.8. **Decision:** ET accepted the invitation to becoming involved in World Mental Health Day on 22 October 2022, coordinated by the Volunteers, and looked forward to receiving proposals. AM agreed to work with the Volunteers on topics/areas they could support.

6. 2022-23 Business Priorities

- 6.1. NC introduced the item, highlighting that the paper was being presented to the Executive Team in order to discuss, and agree, the outputs, outcomes and supporting metrics in preparation for Q1 reporting on the 2022-23 Business Priorities. NC noted the items that still required further development, including the need for a further discussion on priority areas within Digital and how these will be delivered.
- 6.2. JJ confirmed that the Board would be keen to see the full document including Business Priorities, outputs, outcomes and metrics at the end of Q1 along with individual RAG status.
- 6.3. JJ suggested reviewing the deadlines, having consistency across the

outputs and taking out any holding comments in the version being presented to Board.

7. May Management Accounts

- 7.1. AS provided a summary of the key headlines from the May Management Accounts, noting the new and evolving format.
- 7.2. **Decision:** ET thanked AS for all his work on the paper and subject to adding an overarching projected position at the start of the report and including a narrative on our agreed revenue spend between now and the outcome of our Civil Service 2025 submission, recommended the May Management Accounts to Board.

8. Civil Service 2025 Verbal Update

- 8.1. NC presented the latest workings to support scenario planning, which was mapped out by 'services' as agreed at the last meeting and will be subsequently used for framing the submission. It included the three areas of identified growth.
- 8.2. NC provided an update on his latest discussion with HM Treasury and noted that all roles were in scope and there were to be no exceptions.
- 8.3. ET noted that if we were asked to achieve a 20% reduction, this could not be achieved through natural attrition and vacancy control alone.
- 8.4. NC would lead on briefing the Non-executive Board Members at next week's session.

9. Operational Management Team (OMT) Minutes and Forward Agenda

- 9.1. ET noted the Minutes and Forward Agenda.

10. Any Other Business and Forward Agenda

- 10.1. EJA noted her initial discussions with Sir Anthony Seldon on the feasibility of a potential project and agreed to keep ET updated on the progress.
- 10.2. GMR provided a verbal update on Records Series FCO141 and next steps.
- 10.3. ET noted that a delegation from the UAE was visiting Kew.

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