

Date of Meeting: 11 January 2022 at 13.00	Location: Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	
ATTENDEES			
Lucy Fletcher (LF) – Director for Public Records Access and Government Services (Chair)	John Sheridan (JS) – Digital Director		
Emmajane Avery (EJA) – Director of Public Engagement			
Neil Curtis (NC) – Chief Operating Officer	Head of Conservation: Research & Audience Development (for item 4)		
Jeff James (JJ) – Chief Executive and Keeper	Asha Bagayat (AB) – Head of Governance		
Valerie Johnson (VJ) – Director of Research and Collections	Corporate Performance Manager (for item 5)		
Gemma MacLagan Ram (GMR) – Commercial Director	Elana Kudelka (Minutes) – Governance Coordinator		
Andrea Metcalf (AM) – Director of People, Inclusion and Change	Sam Whaley (SW) – Head of Chief Executive's Office		

Minutes

1. Apologies & Declaration of Interests

- 1.1. There were no declarations of interest.
- 1.2. There were no apologies.

2. Minutes, Action Log and Matters Arising

- 2.1. The Executive Team (ET) reviewed the minutes of the previous meeting, held on 21 December 2021, which were approved, subject to amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. Operational Management Team (OMT) Minutes

- 3.1. ET noted the minutes.

4. Sampling Collection Items

- 4.1. VJ introduced the item and provided background context to the paper, noting the increase in requests for micro-sampling of The National Archives collection items for the purpose of scientific and scholarly research.
- 4.2. VJ then handed over to the Head of Conservation: Research & Audience

Development who provided a more detailed presentation on micro-sampling and its implications for The National Archives' collections.

- 4.3. ET were asked to review and agree the Sampling Request Form presented as well as a framework for decision-making around micro-sampling requests.
- 4.4. VJ highlighted that a Review Panel would be formed comprising of colleagues from Collection Care, Research and Collections, Expertise and Engagement in order to assess micro-sampling requests.
- 4.5. **Decision:** It was agreed that appropriate levels of governance would be set up and noted in the Request Form, and the Keeper would have ultimate decision-making authority.
- 4.6. ET were provided with assurance that where requests were made of items in The National Archives' collection which are not owned by the organisation then approval would be obtained from the relevant owners before any decisions or actions were taken.
- 4.7. **Decision:** ET thanked the Head of Conservation for all her work on the paper and approved the approach set out, including the Sampling Request Form, subject to the minor amendments discussed.
- 4.8. **Action:** The Head of Conservation and VJ to run the amended Sampling Request Form by SW and JJ for final approval.

5. Q3 Business Performance Report Update

- 5.1. NC introduced the item, asking ET to review and agree the Q3 Business Performance Report narrative and the RAG status of each of the business objectives.
- 5.2. NC highlighted that the Business Performance Cover Report also included key queries and issues, which arose from an analysis of the data, for ET consideration.
- 5.3. JS noted his thanks to the Legislation Team who have already exceeded last year's legislation update targets.
- 5.4. ET reiterated the importance of including in the Business Performance Report narrative if, and why, a RAG status has changed colour. Directors to work with NC, where relevant, on producing this narrative.
- 5.5. **Decision:** ET noted, and agreed, the RAG status of each business objective, subject to the amendments discussed.
- 5.6. **Action:** The Corporate Performance Manager, NC and Directors to update and revise RAG statuses and narrative, as discussed, before submission to Board for review.

6. Budget update (verbal) and discussion on Strategic Intent and Outcomes/Performance Metrics

- 6.1. AS introduced the item, noting, that due to resource constraints in the Finance team, the scheduled review of Business Planning and Budget 2022-25, has now been pushed back.

- 6.2. AS asked Directors to review and discuss the presented Business Performance Framework template and the current two-year business objectives and to decide if these should be rolled-over into 2022-23.
- 6.3. **Action:** AS to update the 2022-25 Business Performance Framework template to include a column on risks and to identify owners/Directors for each business objective presented.
- 6.4. **Decision:** ET welcomed and agreed the 2022-25 Business Performance Framework for onwards presentation to Board, subject to the minor amendments discussed. ET also agreed to continue with the existing 5 strategic intents for 2022-23, owing to the ongoing pandemic, and to prepare the next 4 year business plan for initial discussion at the February and for final agreement at the March Board meetings.

7. 2021-22 Annual Report Planner & Timetable

- 7.1. NC introduced the item and then passed over to AB who provided a more detailed overview of the paper and outlined the current projected timetable for the production of the 2021-22 Annual Report.
- 7.2. In conclusion to a discussion on the strategic value of the Annual Report, beyond statutory compliance, ET agreed that this was in recording and showcasing what the organisation has managed to achieve and deliver, especially in light of the COVID-19 ongoing pandemic.
- 7.3. **Decision:** ET endorsed the aimed laying date of 14 July 2022 as well as the proposed Annual Report Timetable. ET also endorsed that OMT should play a role this year in monitoring the progress of the report.

8. Governance Map Review & Audit of Forums

- 8.1. NC introduced the item, providing background context that the governance map and audit of Forums had been drafted to provide assurance to the Executive Team and Audit and Risk Committee on accountability and reporting lines in order to support risk management, internal controls and audit at The National Archives.
- 8.2. NC then opened up the governance map and audit of Forums for review and discussion.
- 8.3. ET noted their thanks for all the work undertaken on this audit.
- 8.4. **Decision:** ET endorsed AB's approach of creating a standard terms of reference template for use by The National Archive's Forums/bodies.
- 8.5. **Action:** NC and AB to review and update the governance map and audit of forums, following ET comments and amendments, and bring back for further review before the paper is taken to the Audit and Risk Committee in February.

9. Media Briefing, Diaries & Any Other Business

- 9.1. AM noted, following her attendance at the last OMT meeting that perhaps this forum is more about performance accountability rather than operational management and this should be reflected in its name.

- 9.2. **Action:** OMT to have further discussions about the scope of its role and name.
- 9.3. ET discussed the current timings of Executive Team meetings and agreed further conversations needed to be had around scheduling.
- 9.4. ET discussed the process by which recruitment requests in excess of budget and the conversion of temporary to permanent roles should be handled.
- 9.5. **Decision:** ET agreed that such requests would first be presented at OMT for review and then (subject to the outcome of the below action) a recommendation would be made to JJ for final sign off.
- 9.6. **Action:** AM to investigate whether ultimate approval of the conversion of temporary to permanent roles must remain with the Principal Accounting Officer.
- 9.7. GMR provided an update on the recent 1921 Census launch.
- 9.8. ET acknowledged all the work that had gone into the launch of the 1921 Census and sent their thanks to all those who had made it possible.
- 9.9. **Action:** GMR and EJA to discuss further with the Marketing & Communications Assistant on how best to acknowledge all those who have taken part in the 1921 Census launch and to thank them for their hard work.

There being no further business, the meeting was brought to a close at 15:46.

Date of Meeting: 25 January 2022 at 13.00	Location: Swan Room & Video Conference (VC)	THE	
Title: Executive Team Meeting		NATIONAL	
		ARCHIVES	
ATTENDEES			
Gemma Maclagan Ram (GMR) – Commercial Director (Chair)	Adrian Butler (ABU) – Interim Head of Finance (for item 8 via VC)		
Emmajane Avery (EJA) – Director of Public Engagement	BDO Representative (for item 6 via VC)		
Neil Curtis (NC) – Chief Operating Officer	Head of Private Office (via VC)		
Lucy Fletcher (LF) – Director for Public Records Access and Government Services (via VC)	Corporate Performance Manager (for items 5 & 6 via VC)		
Jeff James (JJ) – Chief Executive and Keeper	Corporate Performance Manager (for items 5, 6 & 7 via VC)		
Valerie Johnson (VJ) – Director of Research and Collections (via VC)	Elana Kudelka (Minutes) – Governance Coordinator		
Andrea Metcalf (AM) – Director of People, Inclusion and Change	Marketing Manager (for item 4 via VC)		
John Sheridan (JS) – Digital Director	Lee Oliver (LMO) – Head of Visitor Experience (for item 4)		
Aaron Smith (AS) – Corporate Services Director (via VC)			

Minutes

1. Apologies & Declaration of Interests

1.1 There were no declarations of interest.

1.2 Asha Bagayat sent her apologies.

2. Minutes, Action Log and Matters Arising

2.1 The Executive Team (ET) reviewed the minutes of the previous meeting, held on 11 January 2022, which were approved, subject to amendments.

2.2 ET reviewed and updated the Actions Log.

3. Operational Management Team (OMT) Minutes

3.1 ET noted the minutes.

4. Visitor Experience Vision and Outline Delivery Plan

4.1 EJA introduced the item, providing a more detailed overview of the paper which

she highlighted is a vision plan rather than a strategy. EJA then opened up the paper for discussion and questions.

4.2 LMO noted that the Vision Plan aims to make The National Archives as accessible as possible, making TNA an Archive for Everyone.

4.3 ET reiterated the importance that the Visitor Experience Vision covers all of The National Archives' audiences, both new and existing, so that every visitor has a great experience that meets their needs.

4.4 **Decision:** ET thanked LMO for all his work on the paper and endorsed the general direction of the Visitor Experience Vision.

LF left the meeting at 13:44 and re-joined the meeting at 13:48.

5. **Internal Audit Recommendation Tracker**

5.1 ET discussed the progress of outstanding Internal Audit recommendations arising from Internal Audit reviews carried out by BDO, agreeing the status of each item and reviewing the due date.

5.2 **Decision:** ET thanked The Corporate Performance Managers for their work on the paper and approved the extension to deadlines which the Audit and Risk Committee will be asked to endorse at their next meeting on 4 February.

6. **BDO Progress Report including the draft 2022-25 Internal Audit Strategy & Plan**

6.1 The BDO Representative joined the call, introducing the BDO Progress Report and providing a more detailed overview of the draft 2022-25 Internal Audit Strategy and Plan. The BDO Representative then opened up both papers for discussion and questions.

6.2 **Decision:** ET approved the BDO Progress Report and discussed the draft Internal Audit Plan for 2022-2025 in detail. ET suggested a number of amendments to the plan.

6.3 **Action:** NC, AS and the Corporate Performance Managers to circulate the updated Internal Audit Plan to ET for write round approval and feedback amendments to BDO before recommendation to the Audit and Risk Committee on 4 February.

7. **Corporate Risk Register Review**

7.1 NC introduced the item and then ET discussed OMT's recommendations regarding Directorate Risk Register entries. It was agreed that two risks would be kept under active consideration for escalation to the Corporate Risk Register, but that mitigations were in train and therefore they would be reviewed again on completion of the mitigations.

7.2 Each Corporate risk was discussed in detail, and it was agreed that the 1921 Census risk would be removed, given the successful launch of the 1921 Census. Risks for this project remain at directorate level.

7.3 NC updated ET on emerging cyber security threats and assured ET that these

were being managed at the directorate level.

7.4 **Action:** LF to work with Malcom Todd, Head of Policy, to rework the narrative of risk item 8.

7.5 **Decision:** ET thanked the Corporate Performance Manages for all their work on this paper. ET then approved the Corporate Risk Register, subject to the amendments discussed, and recommended it to the Audit and Risk Committee.

8. December Management Accounts

8.1 AS introduced the item and then handed over to ABU who provided a summary of the key headlines from the December Management Accounts.

8.2 **Decision:** ET thanked ABU for all his work on the paper and recommended the December Management Accounts to Board.

9. First Review of Baselines & Directorate Business Plans for RDEL Initiatives

9.1 AS provided a verbal update on the current position of the First Review of Baselines and Directorate Business Plans for RDEL Initiatives as well as the projected timeline and deadline for both items.

10. Media Briefing, Diaries & Any Other Business

10.1 NC provided an update on the Audit of National Archives Forums and Decision Making Bodies Chart which he confirmed would be circulated, after the meeting, for ET write round approval before being recommended to the Audit and Risk Committee.

10.2 AM provided further clarity, following the hybrid working update email which was circulated on Friday, about returning to work onsite.

There being no further business, the meeting was brought to a close at 16:24.