

Date of Meeting: 1 November 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Neil Curtis (NC) – Chair – Chief Operating Officer (via VC)	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Head of Development	
Jeff James (JJ) – Chief Executive & Keeper	Media Manager	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Tina Morton (TM) – Head of Archive Sector Leadership	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Governance Coordinator (Minutes)	

Minutes

1. **Apologies & Declaration of Interests**

- 1.1. Apologies for absence were received from John Sheridan and Lucy Fletcher.
- 1.2. There were no declarations of interest.

2. **Minutes, Action Log and Matters Arising**

- 2.1. The Executive Team (ET) reviewed the minutes of the meetings held on 5 and 12 October 2023, 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 gave a briefing about recent press coverage on archives and records management, including on collections security and government communication channels.
- 3.2. The Media Manager advised that a recent visit from delegates from the Spanish Embassy had been a success and that further activity on the Prize Papers was in progress.

The Media Manager left the meeting.

4. **Archive Sector Survey Results**

TM and the Head of Development joined the meeting.

- 4.1. EJA introduced the item, explaining that the survey intended to gather data from the archive sector on public engagement activity in order to support taking the refreshed sector strategy, Archives Unlocked, forward and to support business priorities and future funding bids.
- 4.2. TM and the Head of Development presented the headline results of the survey, focusing on barriers to public engagement activity. There was a strong desire to work with The National Archives among participants, but also perceived barriers to involvement, including low staff resources. The next step would be to disseminate the key findings to the sector and consider their internal use.
- 4.3. ET discussed the findings and how the organisation could use them going forward.
- 4.4. **Decision:** ET noted the update.
- 4.5. **Action:** The Head of Development to circulate the results to Directors.
TM and the Head of Development left the meeting.

5. **Other Business and Forward Agenda**

AM joined the meeting.

Cyber Security

- 5.1. ET discussed ways to promote staff awareness about cyber security.

Staff Objectives

- 5.2. ET discussed how to support staff to become familiar with the new ERP system (Workday) and to complete the mid-year review process.
- 5.3. **Action:** AM to send round comms regarding completing mid-year reviews and using Workday.

Letter from the Secretary of State

- 5.4. JJ asked ET to consider a letter from the Secretary of State dated October 2023 regarding new work placement opportunities.
- 5.5. ET discussed the letter and how the opportunities could fit alongside The National Archives' current apprenticeship and placement schemes.

6. **For information and noting items**

- 6.1. ET noted the Corporate Reporting Schedule, a letter from the Secretary of State dated October 2023 and the Estates Strategy Committee Meeting minutes from September 2023.

There being no further business, the meeting was brought to a close at 11.05.

Date of Meeting: 9 November 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Special Meeting		NATIONAL
		ARCHIVES
PRESENT		
John Sheridan (JS) – Chair – Digital Director	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance (for items 3-8)	
Neil Curtis (NC) – Chief Operating Officer	Jack Butterworth (JB) – Head of Grants & Funding (for item 4)	
Jeff James (JJ) – Chief Executive & Keeper	Project Consultant (for item 6)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Corporate Performance Manager (via VC for item 5)	
Andrea Metcalf (AM) – Director for People, Inclusion & Change	Helen Farmer (HF) – Interim Head of CEO's Office (via VC)	
	Debbie French (DF) – Head of Document Services (for item 3)	
	Mark Newman (MN) – Head of Estates & Facilities (for item 3)	
	Lee Oliver (LO) – Head of Visitor Experience (for item 3)	
	Corporate Security Adviser (for item 3)	
	Marie Twomey-McLeod (MTM) – Head of Finance (for item 2)	
	Governance Coordinator (Minutes)	

Minutes

1. Apologies & Declaration of Interests

- 1.1. Apologies for absence were received from Lucy Fletcher.
- 1.2. There were no declarations of interest.

2. 6 + 6 Forecast

MTM joined the meeting.

- 2.1. MTM summarised the financial forecast, saying that the position had improved since September.
- 2.2. MTM advised that there were higher fixed costs this year than in previous years due to higher utility bills and staff costs, therefore any further savings would mostly need to be found in the non-staff budget.
- 2.3. ET discussed how best to gather data at departmental level in order to

anticipate spending for the remainder of the year and to identify potential levers to use towards year-end if necessary.

- 2.4. **Decision:** ET noted the forecast.
- 2.5. **Action:** Directors to work with HoDs and Finance team colleagues to identify levers for possible use later in the year.

MTM left the meeting.

3. **Front of House Proposal**

AB, LO, MN, DF and the Corporate Security Adviser joined the meeting.

- 3.1. LO introduced the item, explaining that the paper laid out alternative options for staffing the public areas of the building. The paper built on previous report to ET earlier in 2023 and took into account related issues such as reading room invigilation, Total Facilities Management and visitor experience. It was an apt time to discuss new approaches ready for budget conversations, therefore the team were asking ET to consider the options presented for front of house staffing models.
- 3.2. ET discussed the benefits and risks of the various options presented for staffing public areas, including the need for security assurance and the skills involved in different public facing roles.
- 3.3. **Decision:** ET noted the paper and asked the team to continue developing proposals for optimal front of house delivery ready for budget conversations for 2023/24.

LO, MN, DF and the Corporate Security Adviser left the meeting.

4. **Archives Revealed**

JB joined the meeting.

- 4.1. JB introduced the item, explaining that there was an opportunity to expand the Archives Revealed programme, which distributed funding to successful applicants across the archives sector. The paper asked ET to consider a proposal to expand the programme.
- 4.2. ET discussed how scalable current processes were, the priorities of other programme partners longer term and the needs of the sector.
- 4.3. **Decision:** ET approved the proposal.

JB and HF left the meeting.

5. **Accountability Statements**

The Corporate Performance Manager joined the meeting.

- 5.1. The Corporate Performance Manager summarised the Accountability Statements at the mid-year point, which demonstrated few changes to

business as usual risks.

- 5.2. ET discussed the accountability statements and the usefulness of the format for assessing organisational issues.
- 5.3. **Decision:** ET noted the accountability statements and approved them to be recommended to the Audit and Risk Committee for the meeting scheduled for 4 December 2023.

The Corporate Performance Manager left the meeting.

6. Risk Management Policy

- 6.1. The Project Consultant joined the meeting.
- 6.2. The Project Consultant introduced the item, explaining that a review of the Risk Management Policy had been conducted. The policy was generally functioning well but there were areas that could benefit from greater clarity to aid heads of department assess risk in their areas.
- 6.3. The Project Consultant asked ET to consider several recommendations for changes to the policy.
- 6.4. ET discussed the appropriate scope and level of strategic and operational detail of the policy.
- 6.5. ET also discussed a timeframe for implementing suggested recommendations.
- 6.6. **Decision:** ET approved the draft Risk Management Policy to recommend to the Audit & Risk Committee Meeting on 4 December 2023 and agreed to implement the recommendations.

The Project Consultant left the meeting.

7. AOB & Forward Agenda

Board Agenda

- 7.1. AB invited contributions from ET to the agenda for the upcoming Board meeting on 5 December 2023.
- 7.2. **Action:** ET to send AB suggested items for the Board meeting over the coming week.

Internal Audit

- 7.3. NC highlighted the need to prioritise supporting the auditors to complete their work in a timely manner.

8. For information and noting items

- 8.1. ET noted the Front of House Proposal Annexes and the Forward Agenda.

There being no further business, the meeting was brought to a close at 11.55.

Date of Meeting: 23 November 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Andrea Metcalf (AM) – Chair– Director for People, Inclusion & Change	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance	
Neil Curtis (NC) – Chief Operating Officer	Corporate Performance Manager (via VC for items 4-6)	
Lucy Fletcher (LF) – Director of Public Access & Government Services (via VC)	Corporate Performance Manager (via VC for items 4-6)	
Jeff James (JJ) – Chief Executive & Keeper	Marie Twomey-McLeod (MTM) – Head of Finance (for item 7)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Governance Coordinator (Minutes)	
John Sheridan (JS) – Digital Director	Auditor, Mazars (via VC for item 6)	

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 9 November 2023, which were approved pending minor amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. Risk Register & Issues Log

- 3.1. The Corporate Performance Managers joined the meeting.
- 3.2. The Corporate Performance Manager introduced the item. Directors had updated the Directorate and Corporate Risk Registers and the Issues Log. There had been no requests for risks to be escalated. New risks were proposed on Parliamentary Archives, changes to senior leadership and cyber security.
- 3.3. ET reviewed the Corporate Risk Register and the Issues Log, discussing the RAG status of the risks.
- 3.4. ET discussed risks surrounding resourcing challenges and leadership culture.

- 3.5. ET moved the risk relating to legal certainty to the Directorate Risk Register.
- 3.6. **Decision:** ET approved the Corporate Risk Register and the Issues Log, pending minor amendments, for presentation to the Audit and Risk Committee meeting scheduled for 4 December 2023.

NC and EJA left the meeting.

4. **Internal Audit Update**

The Auditor, Mazars, joined the meeting.

- 4.1. The Auditor, Mazars, introduced the item, giving an update on internal audit progress at the mid-way point in the financial year. The audit on Workday Access Control had been completed.
- 4.2. ET discussed the update.
- 4.3. **Decision:** ET thanked the Auditor, Mazars, for the update and approved the update, for presentation to the Audit and Risk Committee meeting scheduled for 4 December 2023.

The Auditor, Mazars, left the meeting.

5. **Internal Audit Recommendations Tracker**

- 5.1. The Corporate Performance Manager introduced the item, explaining that no recommendations from the Internal Audit 2022-23 were due to be completed yet and that there had been no requests for extensions.
- 5.2. ET discussed progress with each of the recommendations.
- 5.3. **Decision:** ET approved the Internal Audit Recommendations Tracker for presentation to the Audit and Risk Committee meeting scheduled for 4 December 2023.

The Corporate Performance Manager left the meeting.

6. **October Management Accounts**

MTM joined the meeting.

- 6.1. MTM summarised the financial position.
- 6.2. ET discussed the accounts and timelines for future spending.
- 6.3. ET also discussed possible changes for 2023/24 to corporate reporting on heritage assets and regulatory compliance.
- 6.4. **Decision:** ET approved the October Management Accounts for presentation to the Audit and Risk Committee meeting scheduled for 4 December 2023.

The Corporate Performance Manager left the meeting.

7. AOB & Forward Agenda

Flexible Working

- 7.1. AM explained that initial discussions were underway across government regarding changes to working arrangements.
- 7.2. **Action:** AM to discuss flexible working with DCMS and report to ET in a future meeting.

Royal Portrait

- 7.3. JJ asked ET to consider an offer from central government of an official portrait of King Charles III.
- 7.4. **Decision:** ET agreed to accept the offer of an official portrait of King Charles III.

Spirit of Invention

- 7.5. JJ said that there had been successful meetings regarding the possibility of touring the Spirit of Invention exhibition.

Cyber Security

- 7.6. ET discussed mitigations against cyber security threats.

8. For information and noting items

- 8.1. ET noted the Corporate Reporting Schedule and the Forward Agenda.

There being no further business, the meeting was brought to a close at 11.25.

Date of Meeting: 30 November 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Jeff James (JJ) – Chair – Chief Executive & Keeper	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Hannah Lee (HL) – Head of HR and Business Partnering (via VC for item 3)	
Neil Curtis (NC) – Chief Operating Officer	Senior Project and Business Change Manager (via VC for item 3)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development (via VC)	Internal and Stakeholder Comms Manager (for item 3)	
Andrea Metcalf (AM) – Director for People, Inclusion & Change	Governance Coordinator (Minutes)	
John Sheridan (JS) – Digital Director		

Minutes

1. Apologies & Declaration of Interests

- 1.1. Apologies for absence were received from Lucy Fletcher.
- 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 23 November 2023, which were approved pending minor amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. Flexible Working

The Internal and Stakeholder Comms Manager, the Senior Project and Business Change Manager and HL joined the meeting.

- 3.1. AM introduced the item, presenting recent changes to central guidance on working patterns to require a minimum 60% face-to-face working.
- 3.2. ET discussed factors relating to implementing the guidance, including its scope.
- 3.3. ET also discussed the potential impact on The National Archives' statutory obligations.
- 3.4. **Decision:** ET noted the update.
- 3.5. **Action:** ET to arrange an all staff session to discuss the new guidance.

The Internal and Stakeholder Comms Manager, the Senior Project and Business Change Manager and HL left the meeting.

4. AOB

Storage Strategy

- 4.1. JJ requested that the COO arrange for key members of staff meet to discuss the medium-term storage strategy.
- 4.2. **Action:** NC to arrange a meeting on the medium-term storage strategy.

Local Authorities

- 4.3. JJ advised that the current pressures on local authority archives was being monitored by the Archives Sector Leadership team.

Internet Outage

- 4.4. JS advised that there had been a short outage in internet connectivity at Kew on the evening of 29 November, which had had an impact on some public services.
- 4.5. NC stated that the team were conducting a lesson learned exercise and it was agreed that this should include colleagues from Digital Services.

5. For information and noting items

- 5.1. ET noted the Estates Strategy Committee minutes from the meeting held on 13 October 2023, the Corporate Reporting Schedule and the Forward Agenda.

There being no further business, the meeting was brought to a close at 11.55.