

Date of Meeting: 11 January 2024 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team 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	
Neil Curtis (NC) – Chief Operating Officer	Head of Military Records (for item 9)	
Jeff James (JJ) – CEO & Keeper	Head of International & External Affairs (for item 7)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Corporate Performance Manager (for item 4 & 5)	
Andrea Metcalf (AM) – Director for People, Inclusion & Change	Exhibitions Manager (for item 9)	
	Media Manager (for item 3)	
	Chris Mumby – Head of Business Development (for item 8)	
	Mark Newman (MN) – Head of Estates & Facilities (for item 8)	
	Malcolm Todd (MT) – Head of Policy (for item 6)	
	Marie Twomey-McLeod (MTM) – Head of Finance (for item 5)	
	Service Owner - Access to Digital Records (for item 6)	
	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. Minutes, Actions Log & Matters Arising

- 2.1. The Executive Team (ET) reviewed the minutes of the meeting held on 14 December 2023, which were approved.
- 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 issues relating to archives and records management that had recently been in the media, including the Post Office contract for Horizon software and the digitisation of wills.
- 3.2. The National Archives' annual release of government files had generated three times as much press attention as the previous year, with an advertising value equivalent of around £45m. The in-person event had continued to build relationships.
- 3.3. ET discussed the briefing.
- 3.4. **Decision:** ET noted the media briefing.

The Media Manager left the meeting.

4. **Business Priorities Q3**

The Corporate Performance Manager joined the meeting.

- 4.1. NC introduced the item, advising that the Q3 Business Priorities were due to be reviewed by ET, before going to the Finance and Performance Committee then the Board.
- 4.2. The Corporate Performance Manager talked through the changes since the previous quarter. Four priorities were amber and six were green.
- 4.3. ET discussed the status of the priorities and contextualising data with targets.
- 4.4. **Decision:** ET approved the Q3 Business Priorities to be recommended to the Finance and Performance Committee and Board, pending minor changes.

The Corporate Performance Manager left the meeting.

5. **Budgets and Business Priorities 24-25**

MTM joined the meeting.

- 5.1. NC introduced the item. MTM explained that since December some of the core assumptions in the budget had been reviewed, and summarised the current directorate budget bids for 2024-25.
- 5.2. ET discussed what would constitute an affordable headcount and the possible impact if asked to reduce headcount.
- 5.3. ET discussed options for prioritisation and the consequent financial pressures associated with various options.
- 5.4. **Action:** Directors to prioritise their bids for CDEL and RDEL and rank in priority order their vacancies and requests for new posts, to discuss with Finance in two weeks' time.
- 5.5. **Action:** MTM to share first draft Business Priorities for 2024-25 with

Directors.

- 5.6. **Decision:** ET noted the update.

The Corporate Performance Manager and MTM left the meeting.

6. Widening Find Case Law

The Service Owner - Access to Digital Records joined the meeting.

- 6.1. JS introduced the item, explaining that the Find Case Law service will have been running for two years in April 2024. The Service Owner - Access to Digital Records presented a proposal to widen the service to incorporate going forward all Court Judgments and Tribunal Decisions, including those of the Lower Courts, which were currently not captured. The Ministry of Justice and the Judiciary supported the expansion of the service. the proposal included a request for staff resource.
- 6.2. ET discussed prioritisation within digital services.
- 6.3. The Service Owner - Access to Digital Records advised that developing one product could help with others. Find Case Law had helped build another service, Access Your Records, and the team had learned about strengthening relationships with stakeholders in government.
- 6.4. ET also discussed the value of public access to historic judgments and the benefits of computational analysis, including possible future commercial opportunities.
- 6.5. **Decision:** ET approved the paper and agreed the recommendations.

The Service Owner - Access to Digital Records left the meeting.

7. International Activity

The Head of International and External Affairs joined the meeting.

- 7.1. The Head of International and External Affairs gave a presentation on international activity at The National Archives. The National Archives had been a member of the International Council on Archives (ICA) for the past 10 years and, since 2018, JJ had been President of the Forum of National Archivists (FAN). It was a good time to reassess priorities and a new international strategic vision had been published in 2023. The Head of International and External Affairs summarised the three themes of the strategic vision, access, practise and value, and current and recent projects and events.
- 7.2. ET discussed prioritising activity and opportunities for partnerships, developing training and consultancy work, and diplomatic engagement.
- 7.3. **Decision:** ET noted the update.

The Head of International and External Affairs left the meeting.

8. Commercial Tenant

MN and the Head of Business Development joined the meeting.

- 8.1. GMR introduced the item.
- 8.2. ET discussed the proposal.
- 8.3. **Decision:** ET approved the proposal, subject to out-of-committee endorsement by the Board.
- 8.4. **Action:** MN and the Head of Business Development to draft a summary paper for the Board.

MN and the Head of Business Development left the meeting.

9. **Great Escapes Presentation**

The Head of Military Records and the Exhibitions Manager joined the meeting.

- 9.1. EJA introduced the item, explaining that the presentation would give Directors an introduction to the upcoming exhibition, Great Escapes.
- 9.2. The Head of Military Records and the Exhibitions Manager gave a presentation on the exhibition themes and the visitor experience, and explored some highlights from the collection items featured. The exhibition was based on records from The National Archives and on loan relating to Prisoners of War and Internees during the Second World War.
- 9.3. ET discussed the personal appeal of the stories showcased by the records and targets for the exhibition.
- 9.4. **Decision:** ET noted the presentation and thanked the exhibition team for their work.

10. **Annual Report & Accounts (ARA) Production Schedule 2023-24**

- 10.1. NC introduced the item. AB advised that the paper presented the proposed production schedule for the ARA. AB highlighted risks surrounding the timetable for completion of the audit and collecting data from the new ERP system.
- 10.2. ET discussed the risks raised and the governance process for reviewing the ARA.
- 10.3. **Decision:** ET approved the production schedule for the ARA 2023-24 detailed in the paper, to be recommended to the Audit and Risk Committee and the Board.
- 10.4. **Action:** Directors to propose topics for possible case studies to the project team and to assign a contact person for their directorate.

11. **AOB**

Spirit of Invention

- 11.1. EJA requested volunteers to attend the private view event in Newcastle for the Spirit of Invention exhibition.
- 11.2. **Action:** Directors to contact EJA regarding attending the Spirit of Invention private view event.

12. For information and noting items

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

There being no further business, the meeting was brought to a close at 13.28.

Date of Meeting: 25 January 2024 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Lucy Fletcher (LF) – Chair – Director of Public Access & Government Services	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 (for item 3)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Corporate Performance Manager (for item 4 & 5 via VC)	
John Sheridan (JS) – Digital Director	Marie Twomey-McLeod (MTM) – Head of Finance (for item 5)	
	Governance Coordinator (Minutes)	

Minutes

1. Apologies & Declaration of Interests

- 1.1. Apologies for absence were received from Jeff James and Andrea Metcalf.
- 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 11 January 2024, which were approved pending minor amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. Research Vision Update

JB joined the meeting.

- 3.1. GMR introduced the item, which gave an update on the Research Vision being developed before presentation to Board later in the year. JB requested that ET consider the proposed approach and consultation plan.
- 3.2. ET discussed defining the scope and priorities of the Research teams, how research fits in with the wider organisational strategy and how to foster further mutually beneficial interactions between practice and strategic thinking.
- 3.3. ET discussed how the research vision would function as a document to communicate priorities and capacity for collaboration with external partners.

- 3.4. **Decision:** ET noted the update and endorsed the approach and consultation plan laid out in the paper.
- 3.5. **Action:** JB to continue working on the Research Vision and return to ET in April.

JB left the meeting.

4. **Risk Management Policy**

The Corporate Performance Manager joined the meeting.

- 4.1. NC introduced the item, explaining that since ET last reviewed the policy further appendices had been added and requested ET to review these.
- 4.2. ET discussed the Risk Appetite Matrix and how the organisation navigates when there are risk appetites in conflict due to differing priorities.
- 4.3. **Decision:** ET noted the policy and requested the Corporate Performance Manager to update the Risk Appetite Matrix to bring back for discussion at ET.
- 4.4. **Action:** The Corporate Performance Manager to update the Risk Appetite Matrix.

5. **Draft Statement of Internal Control**

- 5.1. NC introduced the item, which proposed a new Statement of Internal Control form.
- 5.2. ET discussed the Statement of Internal Control form, including questions and useful levels of detail.
- 5.3. ET discussed encouraging continual improvement and how the form could provide assurances regarding compliance and identifying and managing risks.
- 5.4. **Action:** ET to submit comments on the form to Corporate Performance Manager and bring back to a future ET meeting for further review.
- 5.5. **Decision:** ET noted the paper.

The Corporate Performance Manager left the meeting.

6. **Artificial Intelligence (AI)**

- 6.1. JS introduced the item, explaining that development in AI were moving very quickly and there were lots of opportunities arising in this area. The recently published government Generative AI Framework gave guidance on using the new technologies, but there was more learning to be done before defining an approach internally. JS proposed running a week of AI-themed events and activities later in the year to develop thinking across the organisation.
- 6.2. ET discussed the proposal and the opportunities and risks relating to the

use of AI at The National Archives.

6.3. **Decision:** ET noted the paper and approved the proposal to run an AI week.

6.4. **Action:** ET to appoint a project team for the AI week.

7. **AOB**

Deputy Chief Information Security Officer (CISO) Officer

7.1. NC requested that a deputy CISO officer be appointed.

7.2. **Decision:** JS agreed to be deputy CISO officer.

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 11.27.