

Date of Meeting: 5 March 2024 at 14.00	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
Present		
Also in attendance		
Jeff James (JJ) – Chair – CEO & Keeper	Service Owner - Digital Preservation (for item 4)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Project Consultant (for item 5)	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Helen Farmer (HF) – Interim Head of CEO’s Office	
Neil Curtis (NC) – Chief Operating Officer	Sonia Ranade (SR) – Head of Digital Archiving (for item 4)	
Lucy Fletcher (LF) – Director of Public Access & Government Services	Sam Whaley (SW) – Head of Strategy (for items 1-5)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Governance Coordinator (Minutes)	
John Sheridan (JS) – Digital Director		

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 22 February 2024, which were approved.
- 2.2. ET reviewed and updated the Actions Log.

3. Long Term Digital Preservation Management Risk

SR and the Service Owner - Digital Preservation joined the meeting.

- 3.1. JS introduced the item and asked ET to consider a proposal to outsource digital archiving storage services.
- 3.2. The Service Owner - Digital Preservation advised that the move would offset risks associated with internally managing data storage and copies on site would be retained. The move was predicted to be cost neutral and to bring savings over the longer-term.

- 3.3. ET discussed the cost of the proposal, managing the transition to a new

system and maintaining data portability to keep alternative options available in the future.

- 3.4. ET also discussed using on site space most efficiently.
- 3.5. **Decision:** ET approved the proposal to outsource digital archiving storage services.

SR and the Service Owner - Digital Preservation left the meeting.

4. Partnership Project Update

The Project Consultant joined the meeting.

- 4.1. SW and the Project Consultant presented the item. The paper provided an update on progress with the project following recent discussions with project partners. ET were asked to review the key principles outlined in the draft strategic outline business case for the project.
- 4.2. ET discussed translating the principles into the mechanics of operating models, managing services shared among multiple partners, models for access across multiple sites, and managing the effects of the project on activity at Kew.
- 4.3. ET also discussed good examples of similar projects across the sector.
- 4.4. **Decision:** ET approved the key principles outlined in the draft strategic outline business case.
- 4.5. **Action:** SW and the Project Consultant to arrange a meeting with ET to discuss further operating models and drafting the outline business case.

SW and the Project Consultant left the meeting.

5. Research and Academic Engagement Management

- 5.1. GMR gave a verbal update on the structure for the management of the Research and Academic Engagement teams, which was currently being overseen by the Head of Grants and Funding Office.
- 5.2. ET discussed the proposal.
- 5.3. **Decision:** ET approved the proposal.

6. Ratings and Consistency Review for Performance

- 6.1. AM presented the item. The paper laid out a proposal to add an extra stage in the process for reviewing performance appraisals based on feedback received from Trade Unions, in order to aim for greater consistency.
- 6.2. ET discussed the process proposed and the definitions of the various ratings.

- 6.3. ET agreed that the previous year's process had worked well but acknowledged there was room for further improvement.
- 6.4. **Decision:** ET approved the proposal to add an extra stage in the process for reviewing performance appraisals.
- 6.5. **Decision:** ET agreed that talent conversations would be held separately.

7. Media Briefing

- 7.1. EJA presented the Media Briefing. There had been recent media interest in the process for reviewing records for reclosure.
- 7.2. ET discussed the Media Briefing.
- 7.3. **Decision:** ET noted the briefing.

8. AOB

Strategic Workforce Planning

- 8.1. AM said that she had sent ET a document for review.
- 8.2. **Action:** Directors to send AM comments on the Strategic Workforce Planning document by 15 March.

Performance Reviews

- 8.3. AM gave an update on the staff performance review process.
- 8.4. **Decision:** ET agreed a mid-May deadline for staff to complete performance reviews.
- 8.5. **Action:** Directors to ask their Heads of Department to complete their performance reviews.

Portrait of King Charles III

- 8.6. JJ said that The National Archives had received an official portrait of King Charles III and requested suggestions for a suitable location within the public areas.
- 8.7. **Action:** EJA to find a location for the official portrait of King Charles III.

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 15.45.

Date of Meeting: 21 March 2024 at 10.00	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
Present		
Also in attendance		
Lucy Fletcher (LF) – Chair – Director of Public Access & Government Services	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management (for item 4)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Marie Twomey-Mcleod (MTM) – Head of Finance (for items 5 & 6)	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Governance Coordinator (Minutes)	
Neil Curtis (NC) – Chief Operating Officer		
Jeff James (JJ) – CEO & Keeper		
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development		
John Sheridan (JS) – Digital Director		

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 5 March 2024, which were approved.
- 2.2. ET reviewed and updated the Actions Log.

3. Project Delivery Function

DA joined the meeting.

- 3.1. GMR introduced the item, laying out a proposal regarding the project delivery function.
- 3.2. DA said that project management was often devolved to directorates and they had been considering how to get the best value out of the project delivery function.
- 3.3. **Decision:** ET approved option 5.

DA left the meeting.

4. February Management Accounts

MTM joined the meeting.

- 4.1. NC presented the item. ET were asked to consider the level of risk overall and look at mitigations, including modifying timeframes for other commercial projects.
- 4.2. NC also said that HM Treasury had approved an overall FTE headcount for The National Archives.
- 4.3. MTM talked ET through the February Management Accounts. MTM advised that at the end of February there was an increase in underspend. The underspend was being managed and was expected to reduce by the end of the financial year to sit within HM Treasury targets. As such, it was judged that forecasting had been broadly accurate this year.
- 4.4. ET discussed the accounts.
- 4.5. **Decision:** ET approved the February Management Accounts.

5. Budget Allocations 2024-25

- 5.1. MTM presented a paper laying out options for Capital budget allocations for 2024-25. MTM asked ET to consider a proposal to allocate funds to estates work, which had been postponed in the previous financial year due to financial pressures, then presented options for allocating the remaining amount based on directors' bids.
- 5.2. JJ requested consideration for any potential investment in cyber security before making any decisions regarding capital spend.
- 5.3. **Action:** NC to provide updated info on cost of investing in IT infrastructure to inform a further discussion on Capital budget allocation on Wednesday 27 March 2024.

6. AOB

Spirit of Invention Exhibition

- 6.1. EJA said that the Spirit of Invention exhibition had opened successfully in Newcastle to a positive reception.

7. For information and noting items

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

There being no further business, the meeting was brought to a close at 11.40.

Date of Meeting: 27 March 2024 at 11.00	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Special Meeting		NATIONAL
		ARCHIVES
Present		
Also in attendance		
Gemma Maclagan Ram (GMR) – Chair – Director of Research & Commercial Development	Asha Bagayat (AB) – Head of Governance (via VC)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Marie Twomey-Mcleod (MTM) – Head of Finance (via VC for item 2)	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Governance Coordinator (Minutes)	
Neil Curtis (NC) – Chief Operating Officer		
Lucy Fletcher (LF) – Director of Public Access & Government Services		
Jeff James (JJ) – CEO & Keeper (via VC)		
John Sheridan (JS) – Digital Director (via VC)		

Minutes

1. Apologies & Declaration of Interests

- 1.1. No apologies for absence were received.
- 1.2. There were no declarations of interest.

2. Budget Allocations 2024-25

- 2.1. NC presented the item, explaining that the paper followed on from the discussion at the Executive Team (ET) meeting on 21 March 2024 and included more detail on spending for IT infrastructure.
- 2.2. MTM presented options for Capital budget allocations for 2024-25. MTM asked ET to consider a proposal to use the Capital budget to fund estates work and IT infrastructure, and to ringfence an allocation for materials for the FOI team.
- 2.3. ET discussed the estates infrastructure works and the appropriate time for upgrades to public areas of the building.
- 2.4. **Decision:** ET agreed to the proposal and agreed to consider further allocations at the 3 + 9 Forecast.

There being no further business, the meeting was brought to a close at 11.23.