Date of Meeting: 2 May 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	Head of Diversity, Equity and Inclusion (for item 4 via VC)
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance (Minutes)
Neil Curtis (NC) – Chief Operating Officer (via VC)	Head of Organisational Change and Development (for item 5 via VC)
Jeff James (JJ) – Chief Executive & Keeper	Head of Private Office
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Marie Twomey-McLeod (MTM) – Head of Finance (for items 3)
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Internal Communications and Engagement Officer (for item 4 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. **Minutes, Actions Log & Matters Arising**

   2.1.   The Executive Team (ET) reviewed the minutes of the meetings held on 18 April and 24 April 2024, which were approved subject to minor amendments.

   2.2.   ET reviewed and updated the Actions Log.

3. **Management Accounts Year-end 2023-24**

   MTM joined the meeting.

   3.1.   NC introduced the item. MTM presented the year-end unaudited accounts reporting a 1% underspend in RDEL and an 8% underspend in CDEL against our HM Treasury budget. The accounts presented were subject to audit by the National Audit Office and minor adjustments were expected in RDEL.

   3.2.   The Executive Team congratulated the Finance team for their management

of the budget, given the uncertainty and budgetary challenges the organisation had to respond to during the year, including taking the decision to actively manage recruitment.

3.3. ET discussed the impact of scaling back on recruitment on the delivery of its business priorities, particularly those led by Digital services and ensuring that the linkages are made in the Annual Report and Accounts 2023-24 to tell the full story.

3.4. **Decision:** ET reviewed the year-end unaudited accounts and agreed to recommend them to The National Archives' Board.

3.5. **Action:** NC agreed to include an update on the year-end accounts at the next CUWET.

3.6. **Action:** NC and AB to agree the governance of presenting the year-end accounts to The National Archives' Board.

MTM left the meeting.

4. **Mental Health and Wellbeing Objectives**

The Head of Diversity, Equity and Inclusion and the Internal Communications and Engagement Officer joined the meeting.

4.1. AM introduced the item with support from the Head of Diversity, Equity and Inclusion and the Internal Communications and Engagement Officer.

4.2. ET received an update on the most recent wellbeing activity of the Hear Together volunteers and was also presented with a proposal for the amalgamation of two well-established mental health and wellbeing-focused networks within the organisation, the Mental Health First Aiders and the Hear Together volunteers, to become a combined network rebranded as the Mental Health and Wellbeing (MHW) Network. The draft Terms of Reference of the MHW were presented for ET's review.

4.3. ET welcomed the paper and proposal and thanked the volunteers for their work on this very important topic.

4.4. ET welcomed suggestions from the Network on what it could do to lead, support and become more engaged in mental health and wellbeing initiatives and activities in the organisation. Suggestions from the subsequent discussion included, providing clarity on prioritisation, acknowledging and responding to staff disclosures around workload, space and capacity to deliver and sharing learnings from other Government departments.

4.5. AM further requested that her fellow Directors encourage their teams to attend the Culture Programme Workshops, to ensure voices from across the organisation are represented and heard.

4.6. **Decision:** ET noted the update and endorsed the proposal to set up a combined staff network rebranded as the Mental Health and Wellbeing (MHW) Network.

The Head of Diversity, Equity and Inclusion and the Internal Communications and Engagement Officer left the meeting.

5. **Windrush 75 Lessons Learned**

The Head of Organisational Change and Development joined the meeting.

5.1. EJA and AM jointly introduced the item with support from the Head of Organisational Change and Development.

5.2. ET was invited to discuss a reflections and lessons learned report on the Windrush 75 project and the six recommendations contained. The project was set up to commemorate the arrival of the ship HMT Empire Windrush, by creating new resources to contextualise the moment, and to share The National Archives' collections in diverse and innovative ways. The report highlighted the successes of the project whilst setting out the challenges, including risk appetite and management when engaging with sensitive topics and training and supporting teams, to inform future similar projects.

5.3. There was unanimous agreement that commemorating Windrush 75 had been the right thing to do and the organisation's participation, and maturity to take on and deliver, was something to be proud of. The project had been a success and ET congratulated the team.

5.4. ET acknowledged the challenges of delivering projects that focus on potentially challenging and emotive content. Thought needed to be given to how teams could be better supported when delivering future similar projects, this included training around our role, purpose and legal obligations, empowering teams to confidently interact with the public, and creating safe spaces to share.

5.5. There was a wider discussion around our corporate position in relation to controversial and emotive records and general agreement that our most successful activities have been where The National Archives has presented the records and 'let the records speak for themselves' and provided a platform, such as the Floella Benjamin broadcast, for others to speak about them and add their narrative.

5.6. There was also a discussion on the impact and reach of project Windrush 75 and the unknown ripple effect in the community as part of outreach activities, which was difficult to measure.

5.7. In relation to the recommendation around Project Management, ET agreed that each project would have bespoke delivery arrangements agreed with the relevant Director. However, where professional project management skillsets were required, these would need to be costed into the proposal for ET's consideration.

5.8. **Decision:** ET extended its thanks to the Windrush 75 project team; welcomed the project reflections and lessons learned report and broadly endorsed the six recommendations.

5.9. **Action:** ET asked EJA and AM to RAG rate each of the recommendations to support prioritisation of implementation.

6. **AOB**

Visit England Report

6.1. EJA shared the Visit England Report which gave The National Archives a 90% overall quality score under the Visit England (VE) Visitor Attraction

Quality Scheme. ET welcomed the good news and congratulated the team.

Coronation Rolls

6.2. The Head of Private Office shared the news of the presentation of the Coronation Rolls to His Majesty King Charles III and the press coverage around this. ET welcomed the good news and congratulated the team.

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 11.31.

Present	Also in attendance
John Sheridan (JS) – Chair – Digital Director	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management (for item 3)
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance
Neil Curtis (NC) – Chief Operating Officer	Head of Private Office
Lucy Fletcher (LF) – Director of Public Access & Government Services (via VC)	Head of Strategic Compliance (for item 6)
Jeff James (JJ) – Chief Executive & Keeper (from item 5)	Corporate Performance Manager (via VC for item 5)
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Knowledge and Information Management Practice Lead (for item 6)
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Marie Twomey-McLeod (MTM) – Head of Finance (for items 4 and 5)
	Sam Whaley (SW) – Head of Strategy and CEO's Office (for item 4)
	Governance Coordinator (Minutes)

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 meetings held on 2 May 2024, which were approved subject to minor amendments.

2.2. ET reviewed and updated the Actions Log.

3. *Gazette* Procurement

DA joined the meeting.

3.1. DA introduced the item, explaining that the tender process for *The Gazette* had been completed. DA presented an analysis of the two submissions received and asked ET to consider a recommendation to award the contract for 5 years commencing 1 January 2025.

3.2.   DA talked ET through the reasons for choosing the recommended bid.

3.3.   The Executive Team discussed the tender process and evaluated the submissions, thanking the negotiation and evaluation team.

3.4.   **Decision:** ET agreed the proposal to award the contract for *The Gazette* for 5 years commencing 1 January 2025.

DA left the meeting.

4.   Spending Review Preparations

MTM and SW joined the meeting.

4.1.   NC introduced the item, explaining that the paper presented a starting point for discussions to prepare for an upcoming Spending Review.

4.2.   MTM presented a proposed timeline for Spending Review preparations.

4.3.   SW advised that it would be necessary to plan for various scenarios, i.e., a single year roll-over budget and a multi-year Comprehensive Spending Review.

4.4.   ET discussed the potential challenges of the upcoming Spending Review process, including exercising prioritisation over Capital bids and identifying areas of productivity.

4.5.   ET also discussed how uncertainty regarding the Spending Review in the autumn may have an impact on budgeting for 2025-26.

4.6.   **Decision:** ET noted the update.

MTM and SW left the meeting.

5.   Business Priorities 2024-25

The Corporate Performance Manager joined the meeting.

5.1.   NC introduced the Business Priorities for 2024-25, which had been updated following further discussion at the Executive Performance Committee.

5.2.   ET discussed the metrics for the Business Priorities in the Digital directorate.

5.3.   **Decision:** ET approved the Business Priorities for 2024-25.

5.4.   **Action:** Directors to work with MTM to further develop the metrics, baselines and targets for the Business Priorities at the meeting of the Executive Performance Committee on 22 May 2024.

The Corporate Performance Manager left the meeting.

6.   Public Inquiries Update

The Head of Strategic Compliance and the Knowledge and Information Management Practice Lead joined the meeting.

6.1.	LF introduced the item, presenting an update on current work to accession the records of Public Inquiries. Over the next few years there would be several major inquiries whose records would be transferred to The National Archives, the first of which would begin being transferred in the coming weeks.

6.2.	The Head of Strategic Compliance and the Knowledge and Information Management Practice Lead explained some of the challenges of working of the records of Public Inquiries.

6.3.	ET discussed the risks surrounding digital records of Public Inquiries arising from technological advancements.

6.4.	ET also discussed how the work done on Public Inquiries often had wider benefits, as they often drove developments in processes. ET noted, though, risks relating to dependency upon legacy IT systems.

6.5.	MG gave an overview of the schedule of Public Inquiry records due to be accessioned over the next few years.

6.6.	**Decision:** ET noted the update and thanked the team for their work.

## 7.	AOB

Summer Celebration

7.1.	EJA informed Directors that a date for the summer celebration would be announced soon.

Second Site Project

7.2.	NC said that work was progressing on an Strategic Outline Case for the second site project.

Archives Unlocked

7.3.	EJA said that external workshops were commencing to feed into the refresh of the government's vision for the archive sector, Archives Unlocked.

Collection Item Loans

7.4.	GMR said that more requests for collection items to be loaned out were expected in the future.

## 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 12.32.

Date of Meeting: 23 May 2024 at 10.00	**Location:** Swan Room & Video Conference (VC)	THE	
Committee: Executive Team Meeting		NATIONAL	
		ARCHIVES	

Present	**Also in attendance**
Andrea Metcalf (AM) – Chair – Director of People, Inclusion & Change	Asha Bagayat (AB) – Head of Governance
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Head of Private Office
Neil Curtis (NC) – Chief Operating Officer	Corporate Performance Manager (via VC for item 4)
Lucy Fletcher (LF) – Director of Public Access & Government Services (via VC)	Media Manager (for item 3)
Jeff James (JJ) – Chief Executive & Keeper (from item 5)	Julian Muller – Head of IT Operations (for item 5)
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Marie Twomey-McLeod (MTM) – Head of Finance (for item 4)
John Sheridan (JS) – Digital Director	Sam Whaley (SW) – Head of Strategy and CEO's Office
	Governance Coordinator (Minutes)

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 16 May 2024, which were approved subject to 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 the impact of the recently announced General Election on activities at The National Archives. The Cabinet Office had produced guidance for departments during the election period.

   3.2. ET discussed which activity should be paused or postponed until a new government is formed and the potential impact of any changes to the machinery of government post-election.

3.3. **Decision:** ET noted the briefing.

3.4. **Action:** ET to discuss operating during an election period with SLT.

The Media Manager left the meeting.

4. Statement of Internal Control

MTM and the Corporate Performance Manager joined the meeting.

4.1. MTM introduced the item, explaining that this was the first year that the Statement of Internal Control had been used, in place of the Accountability Statements. MTM said that resource issues were broadly reflected in the responses.

4.2. ET discussed how effective the format had been for gathering information about risks and issues. The narrative produced was more specific than the previous format, but sometimes did not necessarily entirely reflect the overall situation in the directorate.

4.3. ET also discussed how it could provide assurance for the Audit and Risk Committee.

4.4. **Decision:** ET agreed that Heads of Departments should attend the Audit and Risk Committee meetings as required.

4.5. **Action:** Directors to review the responses for their directorate and discuss with MTM, before bringing the Statement of Internal Control back for further discussion at a future ET meeting.

4.6. **Action:** Directors to discuss completing the form with SLT.

MTM and the Corporate Performance Manager left the meeting.

5. Artificial Intelligence (AI) Policy

JM joined the meeting.

5.1. JM introduced the item, explaining that the draft AI Policy was a first step that would enable the organisation to adopt AI and develop its use during the proposed AI Week in July, with the intention of evolving the policy through learning on the job. The Policy had been informed by recently published government policy and guidelines. It would entail switching off filters that currently blocked the use of AI tools. It placed responsibility for its use with Information Asset Owners and there would be annual reporting to IT.

5.2. ET discussed how the Policy could apply to the diverse aspects of The National Archives' activity, as well as how to best support staff to use AI, given the different levels of understanding.

5.3. ET also discussed consultation with trade unions and the process of signing off the policy via the Policy Review Group.

5.4. **Decision:** ET approved the AI Policy, subject to review by members of staff with digital expertise, the Policy Review Group, and consultation with trade unions.

5.5.   **Action:** JM/NC to arrange for the AI Policy to be reviewed by members of staff with digital expertise.

5.6.   **Action:** AM to convene the Policy Review Group to review the AI Policy and to arrange for consultation with trade unions.

5.7.   **Action:** JM/NC to arrange training and establish a forum for Information Asset Owners.

JM and JJ left the meeting.

6.   AOB

Storage Facilities

6.1.   LF said that a paper would be brought to the next meeting on options for storage.

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 11.27.