

Date of Meeting: 6 June 2024 at 10.00	Location: Swan Room & Video Conference (VC)	THE
Committee: Executive Team Meeting		NATIONAL
		ARCHIVES
Present		
Also in attendance		
Jeff James (JJ) – Chair – Chief Executive & Keeper	Asha Bagayat (AB) – Head of Governance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership (via VC)	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management (for item 3)	
Neil Curtis (NC) – Chief Operating Officer	Debbie French (DF) – Head of Document Services (for item 3)	
Lucy Fletcher (LF) – Director of Public Access & Government Services (via VC)	Sam Whaley (SW) – Head of Strategy and CEO’s Office	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Governance Coordinator (Minutes)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change		
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. Medium-Term Storage Options

DA and DF joined the meeting.

- 2.1. LF introduced the item, saying that the paper followed on from the previous Executive Team (ET) discussion around off-site records storage held in Autumn 2023. The team had since explored options for the re-procurement for the capacity of existing storage, as well as extra storage for medium-term use. ET were asked to note that it had been assessed that extra storage would now be required one year later than previously estimated, which removed the need for an intermediary contract.
- 2.2. ET were asked to consider the analysis of the options presented in the paper and the recommendations to re-procure existing storage until 31 March 2032 and to complete the procurement of additional storage from 1 January 2026 until 31 March 2032.
- 2.3. ET discussed the changed assessment of when additional storage would be needed and asked the team to evaluate the risk that the timeframe may be re-assessed again in the future.
- 2.4. DA explained that the reassessment had been due to space being used

more efficiently than anticipated and some rephrasing of work to transfer the historical records of Ministry of Defence (MoD) service personnel. The proposals for the procurement and re-procurement of storage would accommodate future reassessment.

2.5. ET also discussed the weighting of the various assessment criteria and how to best drive value for money.

2.6. **Decision:** ET agreed to re-procure the existing storage until 31 March 2032 and to complete the procurement of additional storage from 1 January 2026 until 31 March 2032.

DA and DF left the meeting.

3. **AOB**

Risk Registers, Issues Log and Statement of Internal Control

3.1. **Action:** Directors to review and submit narrative to NC in time for discussion at ET on 13 June.

Spending Review

3.2. ET discussed the possible agreements that may arise out of the Spending Review process.

4. **For information and noting items**

4.1. ET noted the Corporate Reporting Schedule and the Forward Agenda.

There being no further business, the meeting was brought to a close at 11.45.

Date of Meeting: 13 June 2024 at 10.00	Location: Swan Room & Video Conference (VC)	THE
Committee: Executive Team Meeting		NATIONAL
		ARCHIVES
Present	Also in attendance	
Emmajane Avery (EJA) – Chair – Director of Public Engagement & Sector Leadership	Asha Bagayat (AB) – Head of Governance	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Team Leader Community and Transport (for item 7)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Corporate Performance Manager (via VC for items 4-6)	
	Corporate Performance Manager (via VC for items 4-6)	
	Auditor, Mazars (via VC for item 4)	
	Media Manager (via VC for item 3)	
	Head of Grant Development (for item 7)	
	Saul Nassé (SN) – Incoming Chief Executive & Keeper (Observing)	
	Sam Whaley (SW) – Head of Strategy and CEO’s Office	
	Governance Coordinator (Minutes)	

Minutes

1. Apologies & Declaration of Interests

- 1.1. Apologies for absence were received from Jeff James, Lucy Fletcher, Neil Curtis and John Sheridan.
- 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 23 May and 6 June 2024, 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 the pre-election period. Various

activities had been paused or postponed until a new government is formed. Post election work was in planning.

- 3.2. The Media Manager also discussed media coverage relating to the collections and Freedom of Information (FOI) requests.
- 3.3. **Action:** GMR to work with the Media Manager to facilitate the filming of records in the FCO141 series.
- 3.4. **Decision:** ET noted the briefing.

4. Internal Audit Update 2023-24

The Corporate Performance Managers and the Auditor, Mazars, joined the meeting.

- 4.1. The Auditor, Mazars, introduced the item, presenting the internal audit opinion for 2023-24, a summary of work completed during the year and an update on the audit for 2024-25. The audit opinion was that the framework for governance, risk management and control was moderate.
- 4.2. ET were asked to review the paper and the audit opinion.
- 4.3. ET discussed the audit opinion, noting that the areas where assurance had been identified as limited were those where gaps were known. Directors felt that the audit process had been beneficial for giving focus to prioritisation and controls, resulting in the relevant teams being in a stronger position moving forward.
- 4.4. ET agreed that the audit process had been smooth during the year and thanked the team for their work.
- 4.5. ET also discussed the plan in place for the internal audit during 2024-25, which had been revised since the previous discussion at the Audit and Risk Committee meeting in April and would remain responsive to future changes.
- 4.6. **Decision:** ET approved the internal audit opinion for 2023-24 to recommend to the Audit and Risk Committee for the meeting on 24 June 2024.

The Auditor, Mazars, left the meeting.

5. Internal Audit 23-24 Recommendations Tracker

- 5.1. The Corporate Performance Manager gave an overview of progress against the recommendations arising from the previous year's audit. There had been one request for extension and a review of recommendations regarding diversity, equity and inclusion (DEI) work since the previous update.
- 5.2. AM updated ET that the recommendations regarding the FOI action plan were underway and that metrics for the People Strategic Plan would now form part of quarterly reporting going forwards. In addition, the DEI action plan was on track for the extended deadline.
- 5.3. **Decision:** ET approved the Internal Audit 23-24 Recommendations Tracker

to recommend to the Audit and Risk Committee for the meeting on 24 June 2024.

6. **Statement of Internal Control**

- 6.1. AM presented the item, explaining that ET were being asked to review and approve the new process for completing the Statement of Internal Control. The statement was to provide assurance regarding the efficacy of internal controls and risk management, and a separate biannual process was being devised to capture any concerns arising within directorates.
- 6.2. ET discussed how the output from these processes would feed into other assurance mechanisms.
- 6.3. AM clarified that any concerns arising would be escalated onto the risk registers where appropriate and be reviewed quarterly by ET. A summary of the output would be shared with the Audit and Risk Committee.
- 6.4. **Decision:** ET approved the process for the Statement of Internal Control to recommend to the Audit and Risk Committee for the meeting on 24 June 2024.

The Corporate Performance Managers left the meeting.

7. **Funding Bid**

The Head of Grant Development and the Team Leader Community and Transport joined the meeting.

- 7.1. GMR introduced the item, explaining that the paper outlined a proposal to submit a bid for funding for a three-year project to lead the AHRC's Community-led Heritage Research and Skills Hub. ET were asked to review the proposal.
- 7.2. The Head of Grant Development explained that the funding of £953,000 would fund a range of community engagement programmes across the sector, as well as enabling the creation of a public engagement professional toolkit for the archive sector to share outreach resources, with the intention of building confidence and capacity and bridging knowledge gaps.
- 7.3. ET discussed The National Archives' strengths with outreach work and noted that a recent survey of the sector suggested that there was interest in engagement projects but limited resources.
- 7.4. ET also discussed models for staffing the project and costing, taking into consideration consortium partners.
- 7.5. **Decision:** ET approved the proposal to bid for funding for a three-year project to lead the AHRC's Community-led Heritage Research and Skills Hub.

8. **AOB**

Cascading Information from ET Meetings

- 8.1. **Decision:** ET agreed to add cascading information from ET meetings as a regular agenda item going forward, in order to standardise the way that information was shared around the organisation.

Summer Celebration

- 8.2. AM said that the date of the staff summer celebration would be confirmed soon.

Management Standards

- 8.3. AM advised that the Government People Group was launching management standards in Autumn 2024, to form part of staff's development and objectives. The intention was to familiarise staff with the standards in preparation between now and the autumn.

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 11.02.

Date of Meeting: 18 June 2024 at 11.30	Location: Swan Room & Video Conference (VC)	THE
Committee: Executive Team Meeting		NATIONAL
		ARCHIVES
Present		
Also in attendance		
Gemma Maclagan Ram (GMR) – Chair – Director of Research & Commercial Development	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 (for item 2 via VC)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Corporate Performance Manager (for item 2 via VC)	
John Sheridan (JS) – Digital Director	Marie Twomey-McLeod (MTM) – Head of Finance (for item 2 via VC)	
	Governance Coordinator (Minutes)	

Minutes

1. Apologies & Declaration of Interests

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

2. Corporate Risk Register and Issues Log

MTM and the Corporate Performance Managers joined the meeting.

- 2.1. MTM introduced the item, asking ET to review the RAG status of the Corporate Risk Register and Issues Log.
- 2.2. ET discussed and updated the risk and mitigations to reflect the impact of the recently announced General Election and to incorporate developments since the previous review.
- 2.3. ET discussed and updated the Issues Log.
- 2.4. **Decision:** ET approved the Corporate Risk Register and Issues Log, pending minor amendments, for recommendation to the Audit and Risk committee meeting on 24 June 2024.
- 2.5. **Action:** NC and MTM to review the process of escalating risks to the Issues Log.

MTM and the Corporate Performance Managers left the meeting.

There being no further business, the meeting was brought to a close at 12.15.

Date of Meeting: 27 June 2024 at 10.00	Location: Swan Room & Video Conference (VC)	THE
Committee: Executive Team Meeting		NATIONAL
		ARCHIVES
Present	Also in attendance	
Lucy Fletcher (LF) – Chair – Director of Public Access & Government Services	Asha Bagayat (AB) – Head of Governance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Malcolm Todd (MT) – Head of Policy / Senior Responsible Owner Parliamentary Archives Relocation	
Neil Curtis (NC) – Chief Operating Officer	Marie Twomey-McLeod (MTM) – Head of Finance & Performance (for item 5)	
Jeff James (JJ) – CEO & Keeper	Sam Whaley (SW) – Head of Strategy and CEO’s Office	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Governance Coordinator (Minutes)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change		

Minutes

1. **Apologies & Declaration of Interests**

- 1.1. Apologies for absence were received from John Sheridan.
- 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 13 and 18 June 2024, which were approved with minor amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. **May Management Accounts**

MTM joined the meeting.

- 3.1. MTM presented the May Management Accounts.
- 3.2. MTM advised that there was RDEL that could be reallocated due to the higher than forecast income during the first quarter of 2024-25.
- 3.3. AM advised that lots of posts were currently being recruited, which would have an impact on future staff costs.
- 3.4. ET discussed the financial position and possible ways of allocating available RDEL.

3.5. **Decision:** ET approved the May Management Accounts.

4. **Financial Considerations**

4.1. LF introduced the item.

4.2. MTM gave an update on the business case to HMT regarding extra resource to support Freedom of Information (FOI) compliance recovery. The general election had created uncertainty regarding the timeline for next steps.

4.3. LF outlined the level of resource required to address the high and increasing volume of FOI requests and possible ways of allocating resource to expand existing teams in the short term. LF asked ET to consider a proposal to allocate resource to the FOI team, including existing RDEL from within the departmental budget and identified as available RDEL due to one-off income in the May Management Accounts.

4.4. ET discussed the level of resourcing required to support FOI compliance both in the short and long term, including the possibility of temporarily engaging staff from other government departments.

4.5. ET also discussed the level of risk to the organisation at large caused by the current high volume of FOI requests.

4.6. **Decision:** ET agreed to allocate RDEL available due to one-off income for FOI resource.

4.7. **Decision:** ET agreed to review the allocation of resource at the 3 + 9 forecast.

4.8. **Action:** Directors to discussion reallocation of other RDEL at directors' strategy day on 3 July and agree proposals via write-round approval.

4.9. **Action:** Directors to discussion reallocation of any available CDEL at the next meeting of the Executive Performance Committee.

5. **Parliamentary Archives Relocation**

MT joined the meeting.

5.1. MT presented an update on the Parliamentary Archives (PA) relocation project. There were complexities managing the relationships with the two Houses which partners were working hard to try to resolve. There were also challenges with the legal agreement and risks arising regarding staffing. The operational transfer was going well, with around a fifth of material already moved to the site at Kew. The web archive was up and running.

5.2. ET discussed next steps and possible interim solutions regarding resource, should they be needed.

5.3. ET also discussed processes to manage any exemptions under the FOI Act that apply to the collections of the PA.

5.4. **Decision:** ET noted the update and thanked the project team for their hard work to enable progress thus far.

6. Strategic Outline Case

- 6.1. NC presented the item, presenting the draft Strategic Outline Case (SOC) for a second site to ET for review. This was a key milestone in the project timeline and there had been significant changes made since the previous version as a result of feedback from directors and others. NC asked ET to consider how effectively the document made the case for a second site.
- 6.2. ET discussed the draft, including commercial considerations and opportunities for working with partners, as well as the value of digital activity and developing digital skills, and the benefits of a physical site in a specific location.
- 6.3. ET also discussed the application process, agreeing that directors would need to be more involved if the project progressed to the next stage and that internal resource would be needed.
- 6.4. ET agreed that the proposed project could benefit other government departments.
- 6.5. **Decision:** ET approved the draft Strategic Outline Case to recommend to the Board for the meeting on 9 July 2024 and thanked the project team for their work producing the document.
- 6.6. **Action:** SW to seek feedback from John Sheridan before presenting the draft SOC the Board meeting.
- 6.7. **Action:** SW and Directors to agree how and when to engage SLT on the project and clarify timeframes for discussions if project progresses to the next stage.

HF, AB and MTM left the meeting.

7. Cascade

- 7.1. ET reviewed the information from the meeting to cascade to their teams.

8. AOB

FOI

- 8.1. LF said that there had been 3,300 FOI request in June and there were in total 14,000 cases active.

Coronation Roll

- 8.2. SW said that the Coronation Roll document was due to be transferred to The National Archives during the week commencing 8 July 2024.

All staff email

- 8.3. Directors discussed highlights to include in the all staff email that week.

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 13.02.