

Executive Team Meeting Minutes

Date of Meeting: Thursday 14 November 2024 at 10:00

Location: Swan Room and Video Conference (VC)

THE	
NATIONAL	
ARCHIVES	

Present:

Saul Nassé (SN) – CEO and Keeper

Neil Curtis (NC) – Chief Operating Officer

Emmajane Avery (EJA) – Director of Public Engagement and Sector Leadership

Lucy Fletcher (LF) – Director of Public Access and Government Services

Gemma Maclagan Ram (GMR) – Research and Commercial Development Director

Andrea Metcalf (AM) – Director of People, Inclusion and Change

Also present:

Sam Whaley (SW) – Head of Strategy and CEO's Office

Asha Bagayat (AB) – Head of Governance

Marie Twomey-McLeod (MTM) – Head of Finance

Head of Private Office

Governance Coordinator (Minutes)

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from John Sheridan, Digital Director.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The minutes of the last meeting were approved with minor amendments.

2.2. ET reviewed the action log.

3. Employee Related Risks Report

3.1. AM introduced the item and talked ET through the report.

3.2. ET discussed the risks articulated on this report.

3.3. ET discussed the content and phrasing of the report.

3.4. It was noted that at the time of writing the report the staff survey results were not available. These will be added in the new year, in order to frame some of the risks.

3.5. It was noted that whilst The National Archives' annual staff turnover reads as higher than the wider Civil Service figures, The National Archives additionally factors in transfers as well as resignations in the figures, so the two cannot be compared like-for-like.

3.6. ET discussed the move to a talent acquisition model, with the aim of trying to speed up the hiring process and improve quality at the same time. This will include changes to the sifting process and the job evaluation process.

3.7. ET discussed the success of the move to group assessments to fill multiple vacancies simultaneously in the Document Services Department, amongst others.

3.8. ET discussed engagement with candidates going through the onboarding process, and how the process could be streamlined. ET discussed an end-to-end review on delays in the onboarding process.

3.9. ET discussed how the report could be connected to the new personnel standards.

3.10. **Decision:** ET noted the report.

4. Organisational Workforce Plan

4.1. AM introduced the item and talked ET through the plan.

4.2. ET discussed the framing of the plan as it relates to skills and capabilities within the organisation.

4.3. ET discussed the timing and content of the plan, and whether it would need to be amended in relation to the Archives for Everyone strategy refresh.

4.4. ET discussed how elements of the plan could be clarified, as well as illustrating what is already in place within the organisation to support the plan.

4.5. ET discussed the potential for creating a 'skills pool' to support business priorities within the organisation.

4.6. ET discussed how the organisation currently designs roles and job descriptions, and how that could change in the future.

4.7. **Decision:** ET agreed that the plan will go to Board with revisions.

4.8. **Action:** SW to work with AM on revising the plan.

5. Security and Business Continuity Update

5.1. NC introduced the item.

5.2. ET discussed the update.

5.3. It was noted that the joint salvage exercise with the London Fire Brigade was a success, and a report from the London Fire Brigade will be shared shortly and incorporated into the update.

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

6. Budget Setting

MTM joined the meeting.

6.1. MTM introduced the item.

6.2. It was noted that the 2025-2026 budget would be slightly later than usual due to the Spending Review.

6.3. MTM talked through the budget setting process and what the timeline would look like for agreeing a budget by February if a similar approach to last year was followed.

6.4. MTM talked through the Spending Review settlement.

6.5. ET discussed timelines, priorities and resourcing for the budget setting, including how the budget timeline aligns with the strategy timeline.

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

7. 6+6 Forecast

7.1. MTM introduced the item and talked ET through the forecast.

7.2. It was noted that the potential underspend has grown.

7.3. It was noted that the Gazette income uplift was likely a one off.

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

8. Q2 Business Priorities

8.1. MTM introduced the item and talked ET through the update.

8.2. ET agreed to continue with the updated format.

8.3. ET discussed and updated RAG rating, wording, and prioritisation.

8.4. **Action:** MTM to circulate updates prior to the next Finance and Performance Committee meeting.

8.5. **Decision:** ET noted the report.

9. AOB

Marketing

9.1. EJA informed ET that the Marketing team will be reviewing their capacity for the next few weeks due to high levels of staff absence.

Exhibition Private Viewing

9.2. ET discussed the guest list for the exhibition private viewing in the new year.

Strategy Review update

9.3. SW shared the project plan from the consultancy.

9.4. **Action:** SW to circulate plan.

There being no further business, the meeting closed at 12:39.

Special Executive Team Meeting Minutes

Date of Meeting: 21 November 2024 at 09:30

Location: Swan Room & Video Conference (VC)

Present:

Saul Nassé (SN) - Chief Executive and Keeper (Chair)

Neil Curtis (NC) – Chief Operating Officer

Lucy Fletcher (LF) – Director of Public Access and Government Services

Andrea Metcalf (AM) – Director of People, Inclusion and Change (VC)

John Sheridan (JS) – Digital Director

Gemma Mclagan Ram (GMR) – Research and Commercial Development Director

Emmajane Avery (EJA) – Public Engagement and Sector Leadership Director

Also in Attendance:

Sam Whaley (SW) – Head of Strategy and CEO's Office

Marie Twomey-McLeod (MTM) – Head of Finance (VC)

Jenna Birley – Governance Manager and Advisory Council Secretary (Minutes)

Corporate Performance and Transparency Manager

Forvis Mazars

1. Apologies & Declarations of Interest

1.1 There were no apologies for absence.

1.2 There were no declarations of interest.

2. Draft Internal Audit Progress Report

2.1 NC and MTM introduced the item and highlighted progress to date. ET noted outstanding actions.

2.2 ET discussed the audit sponsors listed on the Review table and agreed to change those listed under the sponsorship of the Chief Operating Officer be changed to JS and MTM as appropriate.

3. Internal Audit Recommendations Tracker

3.1 ET discussed the Internal Audit Recommendation Tracker.

3.2 **Decision:** ET agreed the proposed extension to the work on Workday Access Controls.

3.3 ET discussed the FOI Action Plan review and lessons learned.

3.4 **Decision:** Lessons learned discussion to take place with ET before a paper is taken to Audit and Risk Committee (ARC). SN and SW to discuss suitable date and time.

4. Corporate Risk Register

4.1 ET reviewed the Corporate Risk Register.

4.2 **Decision:** ET agreed MTM to amend and update risk 1.

4.3 ET discussed risk 2b and agreed it was organisational rather than departmental.

4.4 **Decision:** ET agreed to amend the risk rating for 2b.

4.5 **Decision:** ET agreed to amend and update risk 8.

4.6 ET discussed adding a further risk to the register.

4.7 **Decision:** EJ to draft the risk to be added to the Corporate Risk Register, for approval by SN.

5. Executive Team Corporate Reporting Schedule and Forward Agenda

5.1 ET reviewed their forward agenda.

5.2 **Decision:** ET agreed to add a discussion about the next press event to the forward agenda.

There being no further business, the meeting was brought to a close at 10:10.