

THE

NATIONAL

ARCHIVES



## Non-executive Board Member

Candidate Briefing Pack

January 2024

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## Message from the Chair

Thank you for your interest in becoming a Non-Executive Board Member at The National Archives. We are delighted that you are considering joining this unique organisation.

The National Archives is at a transformative moment in its history. Digital records are revolutionising the way that information is preserved and new technologies are enabling people to access archival collections more quickly and more easily than ever before. We need to be ready for the sweeping changes that artificial intelligence will make to how we interact with data day to day, bringing leadership across government on all aspects of information management.



Alongside this we continue to acquire and preserve new deposits of physical records. We are currently transferring millions of historical records of military service personnel into our care and, from 2024, will welcome the Parliamentary Archives to our site at Kew. The near future also sees changes to our leadership, with the appointment of a new Chief Executive and Keeper.

Supporting this transformation, we have recently embarked upon a new four-year strategic plan. At its heart is a commitment to sustaining and maximising our value and impact as a national archive, and of the archive sector more widely. We want to build the value of our collections through custodianship and through digital innovation, and by expanding our public engagement work. Our strategic plan is described on page five.

To achieve our ambitions, we will continue to need advice, support and challenge from a strong and capable Board. Our Non-Executive Board Members make a major contribution to shaping The National Archives' direction and progress. As a member of the Board, your insights will be essential in helping us fulfil our role of providing scrutiny, advice, support and challenge. Your professional experience will bring strong, effective oversight and responsible governance. Your ability to bring new and innovative ways of thinking will help us work effectively as a team.

We are looking for people who can drive us forward. If you have the experience, enthusiasm and skills to help us reach our goals, we are keen to hear from you.

A handwritten signature in black ink that reads "Andrew Wathey". The signature is written in a cursive style.

Professor Andrew Wathey CBE  
Chair of The National Archives' Board

## About The National Archives

The National Archives is a non-ministerial department of government, and the official archive and publisher for the UK Government and for England and Wales. We work to secure the future of the public record, both digital and physical, for future generations. We are the guardians of records spanning over 1,000 years, of iconic national documents from Domesday Book and Shakespeare's will to modern government records and tweets from Downing Street, and our records are accessible to everyone across the globe. Our collection is one of the largest in the world, containing over 11 million historical government and public records, paper and parchment, digital records and websites, photographs, posters, maps, drawings, and paintings, and it is accessible to everyone across the globe.

We are expert, world-leading advisers in information and records management and are a multifaceted cultural, academic and heritage institution. The National Archives is an essential resource for justice and our democracy, and an asset for future generations as one of the world's great collections.

Our historic mission endures: to collect and preserve the record, to make it accessible to the biggest and most diverse possible audiences, to use our expertise and knowledge to connect people with their history and with the content of the record, and to lead, partner and support archives at home and worldwide.



## **Our strategic vision**

Our conviction is that archives are for everyone, and that archives change lives for the better. Our strategic vision, *Archives for Everyone*, describes the 21<sup>st</sup>-century National Archive: inclusive, entrepreneurial and disruptive.

Over the next four years, our priorities will focus on sustaining and maximising our value and impact as a national archive, and that of archives more widely.

### **1. Building the value of our Collection**

Over the next four years we will begin a new era in the history of our collection. We will be accessioning near-contemporary digital records at scale, bringing the Parliamentary Archives together with the archive of Government and completing the single biggest transfer in our history – the historical records of around 10 million military service personnel.

#### **Key outcomes:**

- Exponential year-on-year growth of the digital archive, underpinned by a new holistic service and support offer to government and the courts
- Completed transfer of the 15 linear kilometre Parliamentary Archives collection with successful integration of the staff and services supporting it
- Completed transfer of around 10 million service personnel records, with an effective access service offer in place
- A new collection policy informed by inclusive archival practice.

### **2. Creating value through Connection**

Over the next four years we will develop further our ability to connect people with our collection in person, online and crucially, through education at all levels, research and scholarship. In each of these settings we will grow the number of people who encounter and benefit from the experience of archives.

#### **Key outcomes:**

- Increased in-person connections, promoting equity of access to our collections at Kew and across the country, with:
- an overall increase in visitors by more than 50%
- doubling of participants in our learning programmes
- a new regional learning programme, initially reaching up to 10,000 students/year
- a new touring exhibition programme
- Stronger online connections, making it easier for more people to encounter our content and offering them a more accessible and satisfying experience when

they do, putting us on track for a 'tenfold in ten years' increase in visitor numbers to our digital services

- Growing connections in schools, with a 10% year-on-year increase on the 3.3 million connections we already make through our taught onsite and online sessions and through our online resources for teachers
- Greater global connections through widened access to collections of significant international interest, including those representing shared archival heritage
- Enhanced research connections, supporting more high-impact research especially where our collection has relevance.

### 3. Sustaining value through Custodianship

Over the next four years we will continue to invest time, thought and resource into the long-term sustainability of our work and that of the sector we lead. This will include, in the first year, a completed business case for a new regional location to complement our Kew headquarters.

#### Key outcomes:

- A completed business case for and significant progress towards a second, regional location
- Sustainable infrastructure in place to support the growth of our collection as we become the archive of the state
- Upgraded legacy infrastructure to protect and sustain the collection
- Reduced preservation risk for digital public records wherever they are held
- A refreshed version of Archives Unlocked – the Government's vision for archives.



## Our principles



### **Inclusive**

We will be the Inclusive Archive, conscious of who we are, who we serve, how we work and, as custodians of a collection of international significance, our global role.

Building trust and tearing down barriers to access, participation and understanding. Harnessing talent from diverse backgrounds. Bold, active and outward-looking – encountered by people and communities in unexpected places and at vital moments.

### **Entrepreneurial**

We will be the Entrepreneurial Archive, ever-alert to new possibilities, partnerships and collaborations and adventurous in pursuing them.

Creating and realising value at home and across the globe. Operating flexibly and fearlessly, adept at finding and exploiting commercial, research and philanthropic funding opportunities – opening out and promoting our collection.



### **Disruptive**

We will be the Disruptive Archive, solving problems, moving quickly and moving things forward.

Constantly adapting, rethinking and reshaping our practice to meet our contemporary and future challenges. Developing new skills and exploiting emerging technology, reaffirming and transforming our historic mission for the digital age, from creation to presentation.



## **Commitment to Equity, Diversity & Inclusion**

The National Archives is an equal opportunities employer, committed to equal opportunities policies. We welcome people from all backgrounds so that our workforce mirrors the community we serve.

We welcome applications from anyone regardless of their age, disability, ethnicity, heritage, gender, sexuality, socio-economic background or political beliefs.



## **The role: Non-executive Board Member**

### **Job purpose**

The National Archives' Board is the key strategic advisory body of The National Archives. It advises and supports the Chief Executive and Keeper as accounting officer, providing scrutiny and challenge for strategic decision making.

As a Non-executive Board Member, you will work with the Chair of The National Archives' Board, other Non-Executive Board Members, the Chief Executive and Keeper and the Executive Directors.

The Board has three committees. You may also, depending upon experience, be a member of the Audit and Risk Committee and/or the newly established Finance and Performance Committee. All Non-executive Board Members are also members of the Nominations and Governance Committee.

We are looking for two Non-executive Board members to fill vacancies arising in May 2024, when two current members will complete their second terms. These appointments are subject to the Public Appointments Order in Council and as such must comply with the Governance Code on Public Appointments.

### **Role and responsibilities**

- Provide advice, guidance and challenge to the Chief Executive and Keeper and Executive Directors to support sound strategic and collective decision making at The National Archives.
- Support the delivery of The National Archives' vision and strategic priorities and contribute to developing and deciding long-term strategies.
- Use personal and professional skills, experience and judgement with integrity and independence to scrutinise the short and long-term performance of The National Archives.
- Provide constructive, independent challenge and support to the Executive Team on the progress and implementation of the business plan.
- Be satisfied of the integrity of financial information and that the financial controls and systems and risk management are robust and defensible.

For more information on Non-executive Board Members' roles and responsibilities, please see our [Framework Document](#).

We are especially keen to hear from candidates who meet one or more of the following skills and who have experience and understanding of equality, diversity and inclusion.

- Government (familiarity with the workings of Whitehall and Parliament)
- Commercial
- Digitalisation and/or major projects
- Heritage or National Collections in the UK or overseas

## **Person specification**

### **Essential criteria**

- An understanding of and commitment to The National Archives' vision.
- Sound knowledge and experience of good governance at senior levels in a large or complex organisation and providing constructive and independent challenge and support.
- Demonstrable communication skills and the ability to build relationships with key stakeholders.
- Ability to analyse complex information, reach practical decisions and to think strategically.

## **Essential information**

### **Time commitment & terms of office**

The time commitment may vary each month but will be approximately 30 days per annum (to include meetings and preparation time).

### **Duration**

The successful applicant will be offered a 5-year contract, with the possibility of extension for a further five years. Re-appointment is not automatic.

### **Review of the individual and Board performance**

There will be an annual assessment of Board performance and effectiveness and annual performance appraisal of Non-executive Board Members carried out by the Chair and Chief Executive and Keeper.

### **Remuneration**

All Non-executive Board members are remunerated at a day rate of £400. Minimum earnings are expected to be approximately £12,000 per annum based on the typical time commitments articulated above; with potentially up to a further 6 days for Audit and Risk and Finance and Performance committees.

### **Conflicts of interest**

All candidates will be asked to disclose any actual, potential or perceived conflicts of interest. These will be discussed with the candidate to establish whether and what action is needed to avoid a conflict or the perception of a conflict, taking account of advice received from the Cabinet Office Propriety and Ethics team as appropriate.

### **Terms of appointment**

An offer of appointment will be made once all candidates have been interviewed, and will be subject to satisfactory completion of eligibility checks, including security. If you are offered an appointment, you will receive a detailed summary of your main terms and conditions.

### **Regulation of appointment**

These posts are regulated by the Commissioner for Public Appointment. For more information, please refer to the [Commissioner's website](#).

## How to apply

In order to apply, please click here: [Apply for a public appointment](#). You will need to [create an account](#) or [sign in](#). Once you are logged in to your account, click on 'apply for this role' and follow the on-screen instructions.

To apply, all candidates are required to provide:

- a Curriculum Vitae (CV)
- a supporting statement
- equality information
- information relating to any outside interests or reputational issues.

We will ask you to check and confirm your personal details to ensure your application is accurate. You will also have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

The closing date for your completed application is **11:59pm 12 February 2024**.

If you have any further questions, please contact Julie Runicles, Recruitment and Apprenticeships Manager, on 020 8392 5359.

Interviews are expected to be held on **29 April 2024**.

