

Terms of Reference of the Performance Executive Committee



Overall Purpose and Objectives

1. The Performance Executive Committee's (PEC) purpose is to operationally support the Executive Team in delivering The National Archives' strategic vision as set out in *Archives for Everyone* by:
 - driving strong financial (actual and forecast) and performance discipline in all that we do.
 - ensuring the organisation conforms to relevant standards, principles, codes and statutory frameworks.
 - enforcing strong disciplines on major projects with a material financial impact.
 - championing the use of data to support corporate performance management, both quantitative and qualitative to ensure we maximise public value and meet user need.
2. These terms of reference set out the scope and approach of the Performance Executive Committee (the Committee) and defines the roles and responsibilities of its members.

Status and relationship with the Executive Team

3. The Committee is a sub-committee of The National Archives' Executive Team with delegated authority for the re-allocation of in-year budgeted resources.

Specific Responsibilities

4. The specific responsibilities of the Committee are set out below:

Corporate reporting

- a. Draft the annual business priorities and budget for approval by the Executive Team and onward endorsement by The National Archives' Board
- b. Review monthly Management Accounts and forecasts for approval by the Executive Team and onward consideration by the Board-level Finance and Performance Committee, to ensure appropriate and effective use of funds, with particular focus on performance against control totals and budgets.
- c. Review commercial, cost recovery and grant performance for approval by the Executive Team and onward consideration by the Board-level Finance and Performance Committee
- d. Scrutinise quarterly/monthly key performance indicators (including commentary), with exception reporting to Executive Team and onward consideration by the Board-level Finance and Performance Committee on:
 - Products and Services
 - Projects
 - People
- e. Prepare quarterly RAG status reports on business priorities (including commentary) for approval by the Executive Team, and onward consideration by the Board-level Finance and performance Committee.

Budget reallocation

- a. Full Year Outturn underspend forecast in Management Accounts to be considered for re-allocation.
- b. Consider the re-allocation of capital budgets on the recommendation of the Estates Strategy Committee.

Corporate Projects

- a. Maintain an overview of corporate projects.
 - b. Monitor quarterly progress of corporate projects, and by exception reporting to the Executive Team.
 - c. Review post implementation benefit realisation and lessons learnt for assurance to the Executive Team and onward assurance to the Audit and Risk Committee.
5. To undertake any relevant activity delegated to it by the Executive Team and/or Principal Accounting Officer.

Role of the Chief Operating Officer

6. The Chief Operating Officer (COO) is responsible for a wide range of financial, corporate and business critical functions at The National Archives and reports directly to and supports the Chief Executive and Keeper in exercising their duties and responsibilities as Principal Accounting Officer (PAO). Accordingly, the COO will Chair the Executive Performance Committee and ensure its efficient functioning.
7. In relation to the Executive Team, they are responsible for:
- reporting on the performance and delivery of the Committee.
 - assessing and escalating matters and risks.
 - reporting on strategic considerations.
 - presenting decisions which require Executive Team approval.
 - proposing amendments/changes to these terms of reference.

Membership

8. The Committee membership comprises:
- Chief Operating Officer, Chair
 - Executive Directors
9. Also in attendance will be the Head of Finance and Performance.
10. The Chief Executive and Keeper will have an open invitation to attend meetings. They may also attend for a particular item only.
11. The Committee will seek advice from experts within the organisation, as appropriate.
12. The Committee reserves the right to invite other staff as required, either on a permanent or temporary basis.

Meeting arrangements and governance

13. The Committee will meet monthly, or as required by the business. Extraordinary or more frequent meetings may be called at the discretion of the Chair.
14. The Committee may consider matters out-of-committee, where appropriate.
15. The quorum for meetings is three Executive Directors. Should the Chair be unable to attend, they will appoint one of the attending Directors to chair in their absence.
16. The meetings will be formally minuted to ensure a record of decisions is kept and be shared with the Executive Team for reporting/accountability.
17. Secretariat support will be provided by the Corporate Performance Team or a nominee of the Chief Operating Officer function. They will be responsible for arranging and supporting the meetings and taking minutes.
18. The Head of Governance will provide corporate governance advice to the Committee, where required.

Standing agenda items

19. The Standard agenda items will include:
 - Management Accounts (monthly and quarterly)
 - Product and Services KPI reviews (quarterly)
 - Project performance (quarterly)
 - Business priorities performance (quarterly)
 - HR/People metrics (quarterly)
 - Service Assessment Reviews
20. The standard agenda may be supplemented with additional items, as and when appropriate.

Reporting

21. The minutes of the Performance Executive Committee will be circulated to the Executive Team for review and noting. The Executive Team reserves the right for any item to be brought to it for further discussion.

Review

22. These terms of reference will be reviewed annually by the Committee to ensure they are live and relevant. Any significant changes will require the approval of the Executive Team.
23. These terms of reference will be reviewed and approved by the Executive Team every two years, unless the Committee has recommended significant changes in the interim period.
24. These terms of reference were last reviewed by the Executive Team on 25 July 2024.

25. The next scheduled reviewed by the Committee is June 2024 and the Executive Team in July 2025.

