

Date of Meeting: 4 May 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Gemma Maclagan Ram (GMR) – Chair – Commercial Director	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management (via VC)	
Neil Curtis (NC) – Chief Operating Officer	Asha Bagayat (AB) – Head of Governance	
Lucy Fletcher (LF) – Director for Public Access & Government Services	Matt Bell (MB) – Head of Legislation Services (via VC)	
Jeff James (JJ) – Chief Executive & Keeper	Internal and Stakeholder Comms Manager (via VC)	
Valerie Johnson (VJ) – Director of Research & Collections	Corporate Performance Manager (via VC)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Corporate Performance Manager (via VC)	
John Sheridan (JS) – Digital Director	Director of Digital, Risk & Advisory Services, BDO (via VC)	
	Pip Willcox (PW) – Head of Research (via VC)	
	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, Action Log and Matters Arising**

- 2.1. The Executive Team (ET) reviewed the minutes of the meeting held on 20 April 2023, which were approved with minor amendments.
- 2.2. ET reviewed and updated the Actions Log.

3. **Internal Audit Recommendations**

- 3.1. The Director of Digital, Risk & Advisory Services at BDO and the Corporate Performance Managers joined the meeting. The Director of Digital, Risk & Advisory Services at BDO introduced the item, explaining that work had been completed for the year and the annual report had been drafted ready for submission. When finished, this would conclude BDO's work for The National Archives as the contract comes to an end in May 2023.

- 3.2. ET discussed the audit opinion and changes to the grading format.
- 3.3. **Decision:** ET noted the update and thanked BDO for their valuable work as internal auditors for The National Archives over the previous few years.

The Director of Digital, Risk & Advisory Services at BDO left the meeting.

4. Risk Management Policy

- 4.1. NC informed ET that the policy had been updated to make it factually accurate following some changes in year. He added that work will begin on a new Risk Management Policy, to complete this financial year, , which will take into account recommendations arising from the Board Effectiveness Review conducted during early 2023.

- 4.3 **Decision:** ET noted the update.

5. Risk Registers & Issues Log

- 5.1. NC presented the Risk Registers and the Issues Log and invited ET to discuss the Red/Amber/Green (RAG) status of the risks prior to presentation at the forthcoming meeting of the Audit & Risk Committee, considering any developments during Q4.
- 5.2. ET discussed the likelihood and impact of the risks, as well as workforce planning in relation to risks in corporate and financial services.
- 5.3. ET agreed to move one risk to the Directorate Risk Register and removed some items from the Issues Log that were considered to be business as usual.
- 5.4. ET considered how to present issues in a way that conveys cause and effect and updated the text of the actions.
- 5.5. **Decision:** ET approved the Risk Register and Issues Log, to be recommended to the Audit & Risk Committee at the meeting on 17 May 2023, pending minor amendments.

The Corporate Performance Managers left the meeting.

6. Legislation Procurement

- 6.1. DA and MB joined the meeting. JS introduced the item, saying that the team had been negotiating two contracts: a platform service, to include maintenance and development, and a separate Legislation Publishing concessionary contract, to include print and online publication. ET was invited to consider a proposal to agree two-year contracts for both.
- 6.2. ET discussed the proposal and the longer-term aims for legislation service contracts.
- 6.3. **Decision:** ET approved the proposal for two two-year legislation services contracts.
- 6.4. **Action:** NC to update the Audit & Risk Committee of this outcome at the meeting on 17 May 2023.

DA and MB left the meeting.

7. Research Programme

- 7.1. PW joined the meeting. VJ introduced the item, presenting the draft Research Programme for 2023-24. This was the first time The National Archives' research activities had been collated in detail and this would begin a process towards prioritising our research towards delivering our business plan.
- 7.2. ET discussed the process for prioritisation of projects, including establishing of an annual meeting to discuss the overarching strategic direction of research.
- 7.3. ET noted that once the programme was agreed, the Research team would begin meeting Directors and teams to discuss how to take forward the agreed projects.
- 7.4. **Decision:** ET noted the update and invited VJ to bring the Programme back for discussion alongside the Research Strategy.

PW and JS left the meeting.

8. People Strategy

- 8.1. AM introduced the item, asking for Directors to consider the discussion at the April Board meeting on the People Strategy and potential focus for a proposed workshop on the strategy with Board members and Directors.
- 8.2. ET noted that the Board appreciated the developing metrics and the draft strategy and discussed the appropriate timeframe for conducting the workforce planning exercise in relation to the People Strategy.
- 8.3. **Decision:** ET agreed to complete the workforce planning exercise before developing the workshop.
- 8.4. **Action:** AM to complete the workforce planning exercise in advance of further changes to the People Strategy and convene a workshop for Board members and Directors once this is complete.

9. Accountability Statements

- 9.1. The Corporate Performance Managers joined the meeting. DH presented the Red and Amber items on the Accountability Statements and invited discussion ahead of the Audit & Risk Committee meeting to be held on 17 May 2023.
- 9.2. ET discussed the Red and Amber items and also the process of reporting for Directors and Heads of Department.
- 9.3. **Decision:** ET noted the Accountability Statements, pending minor amendments to the summaries, prior to discussion at the Audit & Risk Committee meeting on 17 May 2023.

The Corporate Performance Managers left the meeting.

10. Annual Awards

- 10.1. The Internal and Stakeholder Comms Manager joined the meeting and introduced the item, presenting a proposal for refreshed categories for the annual awards in line with the recently launched refreshed behaviours and a new process involving shortlisting.
- 10.2. ET discussed the proposal for shortlisting and engagement in the awards process in various directorates. ET also considering the most effective timing for rolling out categories linked to the new behaviour framework.
- 10.3. **Decision:** ET noted the paper and thanked the team for their work.
- 10.4. **Action:** AM to consult the Staff Forum and review alternative approaches for encouraging staff participation in the annual awards.

The Internal and Stakeholder Comms Manager left the meeting.

11. Other Business and Forward Agenda

Business Plan

- 11.1. JJ said that he had received positive feedback from the Minister on the four-year Business Plan.

Public Spaces Masterplan

- 11.2. EJA said that 45 practices had expressed an interest in the application process prior to the formal tender opening.

Industrial Action

- 11.3. AM reminded Directors of the proposed strike action by Prospect union on 10 May.

Archives Accreditation Presentation

- 11.4. VJ invited Directors to attend the upcoming presentation of Archive Service Accreditation in Nottingham.

12. For information and noting items

- 12.1. ET noted the Corporate Reporting Schedule.

There being no further business, the meeting was brought to a close at 13.03.