

Date of Meeting: 5 October 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Gemma Maclagan Ram (GMR) – Chair – Director of Research & Commercial Development	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership (via VC)	Asha Bagayat (AB) – Head of Governance (via VC)	
Neil Curtis (NC) – Chief Operating Officer	Project Consultant	
Lucy Fletcher (LF) – Director of Public Access & Government Services	Media Manager (via VC)	
Jeff James (JJ) – Chief Executive & Keeper	Marie Twomey-McLeod (MTM) – Head of Finance (via VC)	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Governance Coordinator (Minutes)	
John Sheridan (JS) – Digital Director (via VC)		

Minutes

1. Apologies & Declaration of Interests

- 1.1. There were no apologies for absence.
- 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 meetings held on 21 and 28 September 2023, which were approved pending minor amendments.
- 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 recent press coverage relevant to The National Archives, including on recently published work on the Poor Law, to which researcher Paul Carter had contributed.
- 3.2. The Media Manager advised that there was interest in work with the Spanish Embassy and would be upcoming website features on the history of the Kew site and on records concerning medieval surgery.

The Media Manager left the meeting.

4. Partnership Project Scoping Study

The Project Consultant joined the meeting.

- 4.1. NC introduced the item, explaining that the paper followed on from conversations at the Board Strategy Day on 20 September. The scoping study produced by Counterculture explored the alignment of potential project partners' aims and needs. NC asked ET to consider the scoping study and whether to proceed with the next phase of the project, conducting an options appraisal.
- 4.2. ET discussed how the partnership project could fulfil the future needs of the organisation, including document storage, engaging with the public across the country, and skills resourcing.
- 4.3. ET also discussed document production models and using data to determine future demand for parts of the collection, in order to most efficiently use multiple storage locations, and taking into consideration the impact on the site at Kew.
- 4.4. **Decision:** ET noted the paper and scoping study and agreed to proceed to conducting an options appraisal for a partnership project.

The Project Consultant left the meeting.

5. Collection Security

- 5.1. NC asked ET to note the letters enclosed, the first being from the joint Directors at DCMS concerning the security of the collection in light of the recent thefts at the British Museum and the second being The National Archives' response outlining the processes in place to mitigate against possible thefts of collection items.
- 5.2. ET discussed the letters.
- 5.3. **Decision:** ET noted the letters concerning collection security.

6. Budget & Business Planning

MTM joined the meeting.

- 6.1. MTM presented the proposed the baseline budget figures for each directorate and overall financial context for 2023/24. MTM explained the financial context for business planning.
- 6.2. ET discussed the baseline budget and the processes for producing the budget.
- 6.3. **Decision:** ET noted the paper.
- 6.4. **Action:** MTM to update the Directorate structure and circulate this and individual departmental baseline budgets to Directors for information, and return to a future ET meeting to discuss Budget & Business Planning further.
- 6.5. **Action:** Directors to work on budgets for submission at the end of November.

MTM left the meeting.

7. Other Business and Forward Agenda

Finance & Performance Committee Terms of Reference

- 7.1. NC asked ET to review the enclosed draft Terms of Reference of the Finance & Performance Committee in the meeting pack.
- 7.2. ET discussed Director membership of the Committee.
- 7.3. **Decision:** ET approved the draft, pending minor amendments, to recommend to the Board at the next meeting on 5 December.

Draft Modern Slavery Statement

- 7.4. NC asked ET to review the draft Modern Slavery Statement enclosed in the meeting pack. The National Archives is legally required to publish a Modern Slavery Statement under section 54 of the Modern Slavery Act 2015.
- 7.5. ET discussed the draft statement.
- 7.6. **Decision:** ET approved the draft Modern Slavery Statement.

RICHeS Bid

- 7.7. GMR asked ET to consider the RICHeS Bid memo enclosed in the meeting pack.
- 7.8. ET discussed the paper.
- 7.9. **Decision:** ET approved the updated RICHeS Bid memo.

Civil Service Headcount Cap

- 7.10. AM advised that, following the Chancellor's announcement that there would be a cap on the overall Civil Service headcount, future recruitment campaigns were paused until further guidance was available.

8. For information and noting items

- 8.1. ET noted the Corporate Reporting Schedule, the draft Terms of Reference of the Finance & Performance Committee, the draft Modern Slavery Statement and the updated RICHeS Bid Paper.

There being no further business, the meeting was brought to a close at 12.45.

Date of Meeting: 12 October 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Special Meeting		NATIONAL ARCHIVES
PRESENT		
Lucy Fletcher (LF) – Chair – Director of Public Access & Government Services (via VC)	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership (via VC)	Asha Bagayat (AB) – Head of Governance	
Neil Curtis (NC) – Chief Operating Officer	Corporate Performance Manager (via VC)	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Marie Twomey-McLeod (MTM) – Head of Finance	
John Sheridan (JS) – Digital Director	Governance Coordinator (Minutes)	

Minutes

1. Apologies & Declaration of Interests

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

2. Business Planning & Budget 2024/25

MTM joined the meeting.

- 2.1. MTM introduced the item, presenting a proposed timetable for setting budgets for 2024/25. Baselines would be set at the levels from the current year after savings were sought in the summer, with Directors to present a case for spending beyond those levels.
- 2.2. ET discussed the need for prioritisation and an understanding of the potential impact of undertaking any new activity on delivering regular services.
- 2.3. AB noted that there would be a meeting of the new Finance & Performance Committee in January, which could help provide scrutiny on priority setting.
- 2.4. **Decision:** ET noted the update and thanked MTM and NC for their work so far.
- 2.5. **Action:** MTM to send guidance to Directors and meet with Directors and Heads of Departments to work on prioritisation.

3. Q2 Business Priorities

The Corporate Performance Manager joined the meeting.

- 3.1. NC introduced the item, explaining that the Business Priorities had been updated for Q2. The Performance Committee would review in further detail in the coming weeks.
- 3.2. ET reviewed the Business Priorities for Q2. ET noted that the vast majority of priorities were green, 'on track', and discussed the justifications for the activities that were amber or red.
- 3.3. **Decision:** ET approved the Business Priorities for Q2, pending minor amendments, and recommended to the Board meeting to be held on 17 October 2023.

There being no further business, the meeting was brought to a close at 11.20.