

Date of Meeting: 7 September 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	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management	
Jeff James (JJ) – Chief Executive & Keeper	Asha Bagayat (AB) – Head of Governance	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Learning & Engagement Advisor	
John Sheridan (JS) – Digital Director	Helen Farmer (HF) – Interim Head of CEO's Office	
	Debbie French (DF) – Head of Document Services	
	Pan Archival Catalogue Service Owner (via VC)	
	Media Manager	
	Sonia Ranade (SR) – Head of Digital Archiving (via VC)	
	Governance Coordinator (Minutes)	

Minutes

1. **Apologies & Declaration of Interests**

- 1.1. Apologies for absence were received from Lucy Fletcher and Neil Curtis.
- 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 18 August 2023, which were approved.
- 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 on recent media attention on Reinforced Autoclaved Aerated Concrete (RAAC) and collections security.
- 3.2. They also updated on communications due to be issued on 11 September regarding the potential of further historic insecticidal treatments on documents in The National Archives' collections.

- 3.3. ET discussed an upcoming visit from the Spanish embassy and trips to Spain.
- 3.4. The Media Manager advised that work was beginning on planning the press event for the December Cabinet Office file release.

The Media Manager left the meeting.

4. Interim Archival Catalogue.

SR and the Pan Archival Catalogue Service Owner joined the meeting.

- 4.1. JS introduced the item, explaining that various short- and long-term issues had caused the current project to re-develop the catalogue, known as Project Omega, to be paused. The paper presented a proposal to buy low-cost cataloguing software as an interim measure. This would enable The National Archives to accommodate its digital records, as well as the catalogue of the Parliamentary Archives, the records of which were due to begin being transferred to Kew in early 2024.
- 4.2. ET discussed the proposal and options around cost. SR advised on the base one-off purchase of the software and proposed a middle-ground for implementation to balance speed of delivery and expense. The budget exists for this work within the digital services departmental budget.
- 4.3. **Decision:** ET approved the proposal and thanked the team for responding swiftly to the challenges of pausing Omega.

SR and the Pan Archival Catalogue Service Owner left the meeting.

5. Storage Strategy

DA and DF joined the meeting.

- 5.1. The paper presented an options appraisal for a storage strategy to meet The National Archives' projected medium-term storage needs.
- 5.2. ET discussed the scope of the paper, including how to present the difficulty of predicting demand and appropriate contingency through trends.
- 5.3. ET also discussed the benefits and disadvantages of various storage options, their feasibility and the timeframes involved, environmental demands, and industry standards for repository conditions.
- 5.4. DA advised that the possible procurement routes included open competition, Crown Commercial Services framework mini-competition or direct award.
- 5.5. **Decision:** ET noted the update and thanked the team for their work on the proposal, which would be presented to the Board at the upcoming strategy day.

DA and DF left the meeting.

6. Annual Awards

The Learning & Engagement Advisor joined the meeting.

6.1. JJ asked ET to consider how the awards should be presented.

The Learning & Engagement Advisor left the meeting.

7. Other Business and Forward Agenda

Audit and Risk Committee

7.1. JJ gave an update from the recent meeting of the Audit and Risk Committee:

- checks had been performed and there was no Reinforced Autoclaved Aerated Concrete (RAAC) in the buildings at Kew;
- a review of collections security was underway and control mechanisms were in place, taking into account the different nature of and therefore risks associated with The National Archives' collections, in comparison with those typically held in museums.

Staff Survey

7.2. AM asked ET to consider the most appropriate way to categorise the results of the staff survey.

One Big Thing

7.3. AM asked ET to encourage their teams to participate in the Civil Service-wide One Big Thing training initiative on data.

Pay Award

7.4. AM advised that the Pay Award would be implemented in September.

Training

7.5. AM asked ET to liaise closely with Finance colleagues on their departmental training budgets.

7.6. **Action:** AM to ask SLT whether PowerBI training would be useful for their teams.

8. For information and noting items

8.1. ET noted the Corporate Reporting Schedule.

There being no further business, the meeting was brought to a close at 11.38.

Date of Meeting: 21 September 2023 at 10.00am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Meeting		NATIONAL
		ARCHIVES
PRESENT		
Jeff James (JJ) – Chair – Chief Executive & Keeper	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Head of Conservation: Research & Audience Development	
Neil Curtis (NC) – Chief Operating Officer	Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management	
Lucy Fletcher (LF) – Director of Public Access & Government Services	Asha Bagayat (AB) – Head of Governance	
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development	Head of Development	
Andrea Metcalf (AM) – Director of People, Inclusion & Change	Jack Butterworth (JB) – Head of Grants & Funding	
John Sheridan (JS) – Digital Director	Chris Mumby (CM) – Head of Business Development	
	Mark Newman (MN) – Head of Estates & Facilities	
	Head of Conservation and Treatment Development	
	Juergen Vervoorst (JV) – Head of Collection Care	
	Governance Coordinator (Minutes)	

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 meeting held on 7 September 2023, which were approved.
- 2.2. ET reviewed and updated the Actions Log.

3. Q1 Windows Options Appraisal

MN and DA joined the meeting.

MN and DA introduced the item, explaining that the paper presented options for replacing the windows in the Q1 building. MN advised that around 2km of the collection would need to be moved to allow for the

renovations to take place. ET were asked to consider which option was most suitable.

- 3.1. ET discussed the various options. ET discussed security risks and requirements, costs, the tender process, and timeframes for the works.
- 3.2. MN advised that Directors would be able to view samples and technical specifications by the end of 2023.
- 3.3. **Decision:** ET noted the paper and agreed to proceed with a phased procurement starting with replacing the windows of the repository floors, as part of a longer-term project for the whole Q1 building.
- 3.4. **Action:** JJ to view the repository perimeter to better understand options for moving the collection in this area.
- 3.5. **Action:** DA and MN to report back in November on progress with procurement.

DA left the meeting.

4. **Swedish School London Use of Collection Care Department Labs**

CM joined the meeting.

- 4.1. CM presented the paper detailing the results of the trial in which the Swedish School London (SSL) made use of some of the Collection Care Department's (CCD) laboratory space and asked ET to consider a proposal to continue the arrangement long term. The trial had been broadly successful for the SLL and resulted in minimal disruption to CCD, and no security issues.
- 4.2. ET discussed the processes for establishing the longer-term use of CCD laboratory space by the SSL.
- 4.3. **Decision:** ET approved the proposal for the SSL to use the CCD laboratory space on a longer-term basis.

CM and MN left the meeting.

5. **RICHeS Bid**

JV, JB, the Head of Conservation: Research & Audience Development and the Head of Conservation and Treatment Development joined the meeting.

- 5.1. GMR introduced the item and asked ET to consider a proposed approach to applying for funds through the new UK Research and Innovation's Research Infrastructure for Conservation and Heritage Science (RICHeS) programme. The bid would focus on expanding conservation and heritage science facilities and funding an expansion of the knowledge-sharing platform, ResearchSpace, for use by the wider heritage science and archive sector.
- 5.2. ET discussed how the approach would be implemented alongside Digital Services, staffing, working with project partners and how to ensure that the project would be sustainable over the longer term.

- 5.3. **Decision:** ET noted the paper and endorsed the approach proposed, subject to further discussion with Digital Services regarding resource and on Directors receiving further information regarding costs.
- 5.4. **Action:** Project team to circulate to Directors a developed proposal out of committee.

JV, the Head of Conservation: Research & Audience Development and the Head of Conservation and Treatment Development left the meeting.

6. CLORE Phase II

BB joined the meeting.

- 6.1. BB introduced the item, asking ET to consider approaches for the next phase of the CLORE Learning Centre project.
- 6.2. ET discussed various approaches for the project, how best to utilise space on site and future targets for education audience in light of evolving understanding of audience behaviour since the COVID-19 pandemic.
- 6.3. **Decision:** ET noted the paper and endorsed an approach to the next phase of the CLORE Learning Centre project.

BB and JB left the meeting.

7. Other Business and Forward Agenda

There were no other items of business.

8. For information and noting items

- 8.1. ET noted the Corporate Reporting Schedule and the minutes of the Estates Strategy Committee July meeting.

There being no further business, the meeting was brought to a close at 12.25.

Date of Meeting: 28 September 2023 at 10.30am	Location: Swan Room & Video Conference (VC)	THE
Title: Executive Team Special Meeting		NATIONAL ARCHIVES
PRESENT		
Andrea Metcalf (AM) – Chair – Director of People, Inclusion & Change	Also in attendance	
Emmajane Avery (EJA) – Director of Public Engagement & Sector Leadership	Marie Twomey-Mcleod (MTM) – Head of Finance	
Neil Curtis (NC) – Chief Operating Officer	Governance Coordinator (Minutes)	
Lucy Fletcher (LF) – Director of Public Access & Government Services		
Jeff James (JJ) – Chief Executive & Keeper		
Gemma Maclagan Ram (GMR) – Director of Research & Commercial Development		
John Sheridan (JS) – Digital Director		

Minutes

1. **Apologies & Declaration of Interests**

- 1.1. There were no apologies for absence.
- 1.2. There were no declarations of interest.

2. **August Management Accounts**

- 2.1. MTM presented the August Management Accounts, explaining that the position had improved slightly since the 3 + 9 Forecast and spending was largely in line with expectations.
- 2.2. ET discussed how to navigate the remainder of the financial year with such tight constraints and how to plan spending into the next financial year.
- 2.3. NC advised that more detail on staff costs would emerge from the 6 + 6 forecasting.
- 2.4. **Decision:** ET approved the August Management Accounts.

3. **For information and noting items**

- 3.1. ET noted the Forward Agenda.

There being no further business, the meeting was brought to a close at 10.42.