

THE	
NATIONAL	
ARCHIVES	

# NON-EXECUTIVE BOARD MEMBER CANDIDATE PACK





# INTRODUCTION

## Message from the Chair

The National Archives is an essential resource for our democracy, a public good and an asset for future generations. Our historic mission endures: to collect and preserve the record, to use our expertise and knowledge to connect people with their history through our unrivalled collections, and to lead, partner and support archives at home and worldwide.

Our conviction is that archives are for everyone, and that archives change lives for the better. As custodian of the nation's stories', our obligation is to connect with the biggest and most diverse audience possible, in the most innovative ways we can.

To honour this obligation, we must become a new kind of cultural and heritage institution. Our strategic vision, Archives for Everyone, describes the 21st Century national archive: inclusive, entrepreneurial, and disruptive.

The inclusive archive builds trust and tears down barriers to access, participation and understanding. It harnesses talent from diverse backgrounds. It is bold, active, and outward looking - encountered by people and communities in unexpected places and at vital moments.

The entrepreneurial archive creates and realises value at home and across the globe. Operating flexibly and fearlessly, it is adept at finding and exploiting commercial, research and philanthropic funding opportunities - opening out and promoting its collection.

The disruptive archive changes everything. Constantly adapting, it rethinks and reshapes its practice to meet its contemporary and future challenges. Developing new skills and exploiting emerging technology, the disruptive archive reaffirms and transforms its historic mission for the digital age, from creation to presentation.

We will not become the 21st Century national archive overnight. It will take time, focus, effort and daring. To complete this transformation, we will need the advice, support and challenge of strong and capable Non-executive Board Members. Your outstanding personal and professional experience will inform the Board's strategic thinking. Your independent insight and unique perspective will challenge and support the Board's progress and effectiveness. Your willingness to adapt and work closely with others will enable us to shape and drive forward our vision.

There has never been a more exciting time to be part of The National Archives. We are looking for an experienced and qualified Board Member who will also serve as our Chair of Audit & Risk, providing support to the Accounting Officer and Board on financial reporting, risk, internal control and governance. You will also serve as a member of our Nominations & Governance Committee. If you have the passion, experience, knowledge and skills to help us achieve our ambitions then we would be delighted to hear from you.

**LESLEY COWLEY OBE**  
**Chair of the Board**

# ABOUT US

The National Archives is a non-ministerial department and the official archive and publisher for the UK Government, and for England and Wales. We work to bring together and secure the future of the public record, both digital and physical, for future generations. Our collection is accessible to anyone all over the world.

We are many things to many audiences:

- For government, we are the custodian of the public record and trusted experts in managing, preserving, and using and re-using information.
- For the public, we provide access to more than 1,000 years of the nation's histories and connect people and communities with the millions of stories contained in our collection.
- For the archives sector, we provide leadership and support, helping archives to build the skills and capacity needed to sustain the nation's archival heritage.
- For the academic community and others engaged in scholarly research, we offer opportunities for working together across a broad range of disciplines – to provide solutions to our key challenges, and to open up greater access to our collection.



# OUR VALUES

PEOPLE

INTEGRITY

POSSIBILITIES



# COMMITMENT TO EQUALITY, DIVERSITY & INCLUSION

The National Archives is an equal opportunities employer, committed to equal opportunities policies. We particularly 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 and political beliefs.



# JOB PURPOSE

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

You will work as part of the Board with the Chair of The National Archives Board, other Non-Executive Board Members, the Chief Executive and Keeper and Executive Directors.

You will also chair our Audit and Risk Committee.

## ROLES AND RESPONSIBILITIES

As a member of the Board team

- 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.

Mindful of our commitment to become the inclusive, entrepreneurial and disruptive national archive, we are also especially keen to hear from candidates who meet the skills and experience requirements for this role from the following sectors:

- Commercial
- Digital

We particularly welcome applications from candidates who are from a BAME background as we want to better represent the communities we serve and are currently underrepresented on our board.

## AS THE CHAIR OF THE AUDIT AND RISK COMMITTEE

Advising and supporting the Accounting Officer (and Board) on the following:

### FINANCIAL MANAGEMENT AND REPORTING

- Evaluating whether the Board and the business have adequate and timely financial information to enable them to take well informed strategic and operational decisions
- Ensuring that The National Archives has systems in place so that it complies with all relevant legislation and directives relating to financial transactions
- Awareness of any changes to said accounting policies that might materially impact on the ability to produce the Accounts
- Approving the draft Annual Report and Accounts of The National Archives including the process for review prior to submission to audit, levels of errors identified, and management's letter of representation to the External Auditors.

### RISK MANAGEMENT

- Reviewing the strategic, operational and financial risks as set out in the Corporate Risk Register considered by the Board
- Verifying that the Executive Team have accurately assessed the possible impact that the identified risks could have on The National Archives
- Ensuring that the Executive Team has responded adequately by adopting and implementing appropriate counter-measures to handle each of the identified risks
- Verifying that risk management processes work effectively and reporting to the Board on the effectiveness of the risk management system

### AUDIT ARRANGEMENTS

- Ensuring that adequate audit arrangements (internal and external) are in place
- Approving the Internal and External Audit strategy and work programme and their results
- Assessing the quality of the Internal Audit function
- (Where appropriate) reviewing and supporting proposals for tendering for either Internal or External Audit Services or for the purchase of non-audit services from contractors who provide audit services
- Ensuring that there is good co-operation with and between Internal and External Audit
- Reviewing the adequacy of management response to issues identified by audit activity (including External Audit's management letter) and the progress of implementing and completing ongoing audit actions.

### GOVERNANCE

- Assessing whether the range of assurances available is sufficient to facilitate the drafting of a meaningful Governance Statement
- Ensuring that, where necessary, there is action in place to address significant governance issues/failures

# PERSON SPECIFICATION

## ESSENTIAL CRITERIA

### EXPERIENCE & QUALIFICATIONS

- Experience in a senior leadership role in a significant organisation or on a Board.
- Demonstrable knowledge, skills or experience relevant to The National Archives' strategic priorities.
- Demonstrable track record of building and sustaining relationships with key stakeholders including the ability to respond to and reconcile the differing needs of those stakeholders.
- Demonstrable track record as an experienced member, or as a Chair, of an Audit and Risk Committee.
- A UK or overseas-equivalent qualified accountant.

### SKILLS

- A creative negotiator and rounded individual who has the time, enthusiasm, and willingness to engage with our vision and our people.
- Exceptional communication skills, high level of personal impact and the ability to provide constructive and independent challenge and support.
- Ability to analyse complex information, reach practical decisions and to think strategically.
- Sound knowledge and experience of good governance at senior levels in a large or complex organisation in either the private or public sector, and/or an understanding of working with government.





## VALUES AND WAYS OF WORKING

- Uphold the highest ethical standards of integrity and honesty, and be able to demonstrate an understanding of, and commitment to, the value and importance of the Seven Principles of Public Life.
- An individual who has the time, enthusiasm and willingness to engage with our vision and our people.
- Independence of judgment, the capacity to bring a fresh, external view to decision-making, and an outstanding track record of senior level career achievement.

# ADDITIONAL INFORMATION

## TIME COMMITMENT & TERMS OF OFFICE

The time commitment may vary each month but will be approximately 26 days per annum (to include meetings and preparation time).

## DURATION

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

## REVIEW OF THE INDIVIDUAL

There will be an annual appraisal of the Non-executive Board Members as part of the board effectiveness review.

## 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.

## RENUMERATION

Earnings are expected to be a minimum of £14,000 pa based on the commitments articulated above.

## CONFLICTS OF INTEREST

All candidates will be asked to disclose any actual, potential or perceived conflict of interest, and 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.

## ELIGIBILITY

To avoid possible disappointment at a later stage, we recommend that you check you are eligible before applying:

- Nationality - you must be a UK citizen, British protected person, a Commonwealth citizen, or a national of the European Economic Area (EEA), including nationals of the new member states.

# HOW TO APPLY

The recruitment process is being undertaken by Inclusive Boards on behalf of The National Archives. If you wish to apply for this position, please supply the following by **12pm, 15/02/2021**

- A detailed CV setting out your career history, with responsibilities and achievements.
- A covering letter (maximum two sides) highlighting your suitability for the role and how you meet the person specification. Please note that the covering letter is an important part of your application and will be assessed as part of your full application.
- Please provide details of two professional referees together with a brief statement of their relationship to you and over what period of time they have known you.
- Referees will not be contacted without your prior consent.
- **Diversity monitoring form** - your data will be stored separately from your application and will at no time be connected to you or your application.
- If you would like to discuss this role informally before applying, please call 0207 267 8369 to speak to Sam Carey or Elizabeth Oni-Iyiola.
- First stage interview with Inclusive Boards: Ongoing including w/c: 15/02/2021
- The National Archives Interviews: 04/03/2021
- First board meeting: TBC
- Due to the ongoing Covid-19 restrictions all interviews will take place via video conference.

*Please note that the above dates are provisional and maybe subject to change.*

**To submit a full application please send your CV and cover letter to:**

**[TNA@inclusiveboards.co.uk](mailto:TNA@inclusiveboards.co.uk)**

