

## Executive Team Meeting Minutes

Date of Meeting: 05 September 2024 at 10:00

Location: Swan Room & Video Conference (VC)

THE	
NATIONAL	
ARCHIVES	

### Present:

Saul Nassé (SN) – Chair – Chief Executive and Keeper

Neil Curtis (NC) – Chief Operating Officer

John Sheridan (JS) – Digital Director

Gemma Mclagan Ram (GMR) – Research and Commercial Development Director

Emmajane Avery (EJA) – Public Engagement and Sector Leadership Director

### Also in Attendance:

Sam Whaley (SW) – Head of Strategy and CEO's Office

Asha Bagayat (AB) – Head of Governance

Marie Twomey-McLeod (MTM) – Head of Finance

Beth Brunton (BB) – Head of Development and Strategy

Head of Private Office (VC)

Head of Strategic Insight

Media Manager

Governance Coordinator (Minutes)

## 1. Apologies & Declarations of Interest

1.1 Apologies for absence were received from Lucy Fletcher and Andrea Metcalf.

1.2 There were no declarations of interest.

## 2. Minutes & Action Log

2.1 The minutes of the last meeting were approved with minor amendments.

2.2 ET reviewed and updated the action log.

## 3. Spending Review First Draft Submission

MTM and Head of Strategic Insight joined the meeting.

3.1 NC extended his thanks to all the contributors for their ongoing hard work on the Spending Review.

3.2 NC walked ET through the Spending Review presentation. An updated version will be presented to the session to Board on 6 September.

3.3 ET discussed and finetuned some of the language to be used in the final SR submission.

3.4 ET also discussed and endorsed the pressures identified in our Spending Review case, which were as follows:

- Retained European Union Law
- Freedom of Information Access to Service Personnel Records
- Records Storage
- Public Inquiries
- Pay Award

3.5 **Decision:** ET agreed to bid for an increased sum to support incoming Public Inquiries.

3.6 ET noted the update.

MTM and Head of Strategic Insight left the meeting.

#### **4. Media Briefing**

SL joined the meeting.

4.1 The Media Manager presented the media briefing.

4.2 The Media Manager briefed on upcoming filming and media coverage of The National Archives' collections and activity due to be publicly announced, including an interview by the Law Society Gazette with JS on Find Case Law.

4.3 ET noted the briefing.

SL left the meeting.

#### **5. Public Engagement Strategy**

BB joined the meeting.

5.1 EJA and BB presented an update on the Public Engagement Strategy prior to discussion at Board on 26 September 2024. The report demonstrated the progress made so far in the delivery of the strategy and outlined the proposals for the remainder of the period.

5.2 ET discussed the progress of the strategy, noting the success of Archives Live (Education online programme) and taking the 'Spirit of Invention' exhibition to Newcastle, as well as audience and readership growth.

5.3 ET discussed the audience development plan and proposals set out in the report and agreed to present them to the Board for further discussion.

5.4 ET discussed how the strategy fits within the Strategy Review.

5.5 ET noted the update.

BB left the meeting.

## 6. AOB

### Ministerial Meeting

6.1 ET was informed that SN and SW will be meeting the new Minister on 12 September 2024.

6.2 **Action:** Move Catch Up With Exec meeting from 12 September 2024.

6.3 **Action:** Private Office to ask members for topics they would like discussed at the meeting.

### Resourcing

6.4 Following the AOB point from the last meeting, ET discussed resourcing in Digital Services and how pan-TNA projects can best be prioritised.

6.5 **Action:** ET to discuss this in more depth at the Performance Executive Committee on 17 September 2024 with a view to bringing it back to ET on 19 September 2024.

### Catch Up With Exec and Senior Leadership Team Meetings

6.6 ET noted that SN will be chairing Senior Leadership Team meetings going forwards.

6.7 ET discussed ways to more actively curate content for the above meetings.

### CEO's Report to Board

6.8 ET discussed directors' submissions for the CEO's report to the Board meeting on 26 September 2024.

6.9 **Action:** ET to send submissions to AB by 12 September 2024.

**There being no further business, the meeting was brought to a close at 12:00.**

**Special Executive Team Meeting Minutes**  
**Date of Meeting: 12 September 2024 at 10:00**  
**Location: Research Hub & Video Conference (VC)**

THE	
NATIONAL	
ARCHIVES	

**Present:**

Saul Nassé (SN) – Chair – Chief Executive and Keeper  
Neil Curtis (NC) – Chief Operating Officer  
Lucy Fletcher (LF) – Director of Public Access and Government Services  
Andrea Metcalf (AM) – Director of People, Inclusion and Change (VC)  
John Sheridan (JS) – Digital Director  
Gemma Mclagan Ram (GMR) – Research and Commercial Development Director  
Emmajane Avery (EJA) – Public Engagement and Sector Leadership Director

**Also in Attendance:**

Sam Whaley (SW) – Head of Strategy and CEO's Office  
Asha Bagayat (AB) – Head of Governance  
Marie Twomey-McLeod (MTM) – Head of Finance (VC)  
Head of Private Office (VC)  
Governance Coordinator (Minutes)

**1. Apologies & Declarations of Interest**

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

**2. 4 Year Plan**

- 2.1 NC and MTM introduced the item and talked ET through the plan.
- 2.2 ET discussed the plan in its current format, including metrics, targets, and prioritisation of items.
- 2.3 ET discussed how selected items in the plan may be subject to change in relation to the work to replace Archives Unlocked.
- 2.4 ET discussed how selected outcome measurements on the plan might be better quantified.
- 2.5 **Decision:** ET agreed to take the plan to the Performance Executive Committee and subsequently the Finance and Planning Committee prior to finalising it.

**3. Spending Review Submission**

- 3.1 SW provided a verbal update to ET on the Spending Review which will be submitted tomorrow, Friday 13 September 2024.

3.2 MTM provided a verbal update on figures included in the final Spending Review submission.

3.3 ET discussed the figures for the identified pressures and how they related to plans for changes to the Fees Order.

3.4 **Decision:** ET noted the update.

**There being no further business, the meeting was brought to a close at 11:00.**

## Executive Team Meeting Minutes

**Date of Meeting: 19 September 2024 at 10:00**

**Location: Swan Room & Video Conference (VC)**

THE	
NATIONAL	
ARCHIVES	

### **Present:**

Saul Nassé (SN) – Chair – Chief Executive and Keeper

Neil Curtis (NC) – Chief Operating Officer

Lucy Fletcher (LF) – Director of Public Access and Government Services

Andrea Metcalf (AM) – Director of People, Inclusion and Change (VC)

John Sheridan (JS) – Digital Director

Gemma Maclagan Ram (GMR) – Research and Commercial Development Director

Emmajane Avery (EJA) – Public Engagement and Sector Leadership Director

### **Also in Attendance:**

Sam Whaley (SW) – Head of Strategy and CEO's Office

Asha Bagayat (AB) – Head of Governance

Marie Twomey-McLeod (MTM) – Head of Finance

Darrin Austin (DA) - Head of Procurement, Project Delivery and Contract Management

Mark Newman (MN) – Head of Estates and Facilities

Lee Oliver (LO) – Head of Visitor Experience

Head of Collections Research

Head of Research, Grants and Academic Engagement

Head of Private Office (VC)

Governance Coordinator (Minutes)

## **1. Apologies & Declarations of Interest**

1.1 There were no apologies for absence.

1.2 There were no declarations of interest.

## **2. Minutes & Action Log**

2.1 Minutes of the last meeting were approved with minor amendments.

2.2 ET discussed the Action Log.

## **3. August Management Accounts**

MTM joined the meeting.

3.1 NC introduced the item.

3.2 MTM talked ET through the accounts, which are largely in line with expectations and close to being back in budget.

3.3 ET discussed the accounts.

3.4 **Action:** NC and MTM to draw up a list of activities that could be paused in relation to the Spending Review.

MTM left the meeting.

#### **4. Facilities Management Contract**

DA, MN and LO joined the meeting.

4.1 NC introduced the item.

4.2 DA talked ET through the paper and explained the scope of the proposals.

4.3 DA presented the five options considered in the paper and explained the recommended option.

4.4 MN talked through the costs associated with the recommended option.

4.5 ET discussed lengths of contracts and potential break clauses.

4.6 ET discussed potential gaps going from one more generic contract to two more specific ones. MN confirmed there would be no gaps.

4.7 **Decision:** ET agreed the team could proceed with their recommended option, with discretion to make the final decision on the length of the contract.

DA, MN and LO left the meeting.

#### **5. Grant Application to Lloyds Register Foundation**

The Head of Collections Research and the Head of Research, Grants and Academic Engagement joined the meeting.

5.1 GMR introduced the item.

5.2 The Head of Collections Research and the Head of Research, Grants and Academic Engagement talked ET through the proposal.

5.3 ET extended their congratulations to the Head of Collections Research for her research and work on the proposal so far.

5.4 ET discussed the proposal, including the budget and governance, and refined some of the language used.

5.5 ET discussed the wider context in which this project would be happening, both within TNA and the archive sector.

5.6 **Decision:** ET endorsed the Stage 1 Expression of Interest submission to the Lloyds Register Foundation but asked that the team return to ET with further information, including a more detailed budget outline, before any final submissions be made (should the bid pass the Stage 1 process).

The Head of Collections Research and the Head of Research, Grants and Academic Engagement left the meeting.

## **6. Prioritisation and Resourcing in the Digital Directorate**

6.1 JS introduced the item.

6.2 ET discussed which projects in the Digital Directorate would be prioritised and which would be deferred.

6.3 ET discussed timeboxing, and when and where project priorities might shift in the future. It was noted that as the Parliamentary Archives project was still subject to negotiation, current prioritisation of the project was difficult.

6.4 **Decision:** ET agreed that the priorities for the Digital Directorate, at least up until the New Year, would be incoming Public Inquiries and Cybersecurity.

## **7. AOB**

### **AI Transcription**

7.1 ET discussed the use of AI transcription tools for meetings.

7.2 **Decision:** The discussion will be taken to Departmental Security Committee for consideration and a paper will be drawn up for a future ET meeting.

**There being no further business, the meeting was brought to a close at 11:52.**