

Executive Team Meeting Minutes

Date of Meeting: Thursday 09 January 2025 at 10:00

Location: Swan Room and Video Conference (VC)

THE	
NATIONAL	
ARCHIVES	

Present:

Saul Nassé (SN) – CEO and Keeper

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

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

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

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

John Sheridan (JS) – Digital Director

Marie Twomey-McLeod (MTM) – Interim Finance Director

Also present:

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

Andrew Payne (AP) – Head of Education and Outreach

Beth Brunton (BB) – Head of Development and Strategy

Juergen Vervoort (JV) – Head of Collection Care (via VC)

Juliet Desplat (JD) – Head of International and External Affairs

Media Manager

Head of Audiences (Collection Care)

Senior Registrar (Collection Care)

Head of Private Office (via VC)

Governance Coordinator (Minutes)

1. Apologies and Declarations of Interest

1.1. There were no apologies for absence.

1.2. There were no declarations of interest.

2. Minutes and Action Log

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

2.1.1. ET discussed managing the organisation's relationship with HMT after Neil Curtis' departure. MTM confirmed that a visit for HMT to The National Archives was being arranged for the near future.

2.1.2. SN and AM gave a brief update on the search for an interim Finance Director.

2.2. ET reviewed and updated the action log.

3. Media Briefing

The Media Manager joined the meeting.

3.1. EJA informed ET that the upcoming exhibition opening has been delayed due to overrunning building works and will now open in early spring.

- 3.2. The Media Manager presented the briefing, updating on media enquiries and upcoming filming.
- 3.3. The Media Manager provided an update on the upcoming January press event. The press site goes live at 13:00 on 09 January 2025 and news articles will be embargoed until 00:01 on 14 January 2025. We are expecting international coverage. A news story will go up on the website about the exhibition to go alongside the embargo lift.
- 3.4. The Media Manager provided a round-up of the December press event. It was noted that after the embargo lifted on 31 Dec, The National Archives was mentioned 2470 times in global media.

The Media Manager left the meeting.

4. Education Connections in the 23-27 Business Priorities

AP and BB joined the meeting.

- 4.1. EJA introduced the item.
- 4.2. AP talked through the item and explained how connections are currently recorded through a metric based on a total number of interactions with resource page views, online workshops, downloads and key focused topics.
- 4.3. ET discussed which metrics might work best for understanding the organisation's reach, whilst also providing scope for new targets.
- 4.4. JS suggested using the number of schools there is evidence of either engaging with the academic onsite programme and/or online resources. AP confirmed that the Education team do currently track this through several means, including monitoring geographical reach and trends.
- 4.5. **Decision:** ET agreed that this metric would work well and provide opportunities to set inclusion-focused benchmarks and targets.
- 4.6. **Decision:** ET agreed to keep monitoring the current metric internally and to develop the school-focused metric for external reporting.
- 4.7. **Action:** EJA, AP and BB to arrange for current schools' metrics held to be collated at the end of the financial year to see what is already held and how it might be used.
- 4.8. **Action:** EJA, AP and BB to discuss how use of any new metrics will be phrased for reporting and potential related research options.
- 4.9. ET discussed the potential for collaboration with other organisations or government departments to look at ways of monitoring resource use.

AP and BB left the meeting.

5. Loans of Politically Sensitive Material

JV, JD, the Head of Audiences and the Senior Registrar joined the meeting.

5.1. GMR introduced the item.

5.2. The paper was taken as read.

5.3. The Head of Audiences and Senior Registrar talked through guidance from Arts Council England on restitution and repatriation, and the creation of relevant policies.

5.4. ET discussed the processes and regulations involved in sending collection items abroad, including immunity from seizure, precedent and what legal remedies are available both domestically and internationally.

5.5. **Decision:** ET agreed to seek to investigate and establish the legal position with advice from the Policy team prior to drawing up guidelines.

JV, the Head of International Affairs, the Head of Audiences and the Senior Registrar left the meeting.

6. Cyber Procurement

6.1. JS introduced the item.

6.2. The paper was taken as read.

6.3. **Decision:** ET endorsed the proposal to procure a cloud-security programme for 12 months.

7. Strategy Review

7.1. SW introduced the item.

7.2. The item covered the progress of the review to date, new context with regards to the Phase 2 Spending review and the next steps.

7.3. **Decision:** ET to meet to discuss the next steps.

8. AOB

Accreditation Dates

8.1. ET allocated dates for Directors to attend Archive Service Accreditation presentations.

Carbon Literacy Training

8.2. AM provided an update on Carbon Literary Training, with a view to rolling it out in Q1 2026.

Update on Underspend Proposals

8.3. MTM reminded ET to send in proposals for underspend reallocation by Friday.

The Stationery Office

8.4. JS provided an update to ET on the acquisition of Williams Lea, the parent company of The Stationery Office, by RR Donnelly. No changes to operations are currently expected.

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

Spending Review Update

8.6. MTM provided a brief verbal update on the Spending Review.

8.7. **Action:** JS to send out resources to ET to help with classifying spend.

There being no further business, the meeting closed at 12:09.

Special Executive Team Meeting Minutes
Date of Meeting: 16 January 2025 at 10:00
Location: Swan Room & Video Conference (VC)

THE	
NATIONAL	
ARCHIVES	

Present:

Saul Nassé (SN) - Chief Executive and Keeper (Chair)
Lucy Fletcher (LF) – Director of Public Access and Government Services
Andrea Metcalf (AM) – Director of People, Inclusion and Change (VC)
Gemma MacLagan Ram (GMR) – Research and Commercial Development Director
Emmajane Avery (EJA) – Public Engagement and Sector Leadership Director (VC)
John Sheridan (JS) – Digital Director
Marie Twomey-McLeod (MTM) – Interim Director of Finance

Also in Attendance:

Asha Bagayat – Head of Governance
Jenna Birley – Governance Manager and Advisory Council Secretary (Minutes)
Sam Whaley (SW) – Head of Strategy and CEO's Office
Head of Strategic Insight (VC)

1. Apologies & Declarations of Interest

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

2. Spending Review

- 2.1 MTM introduced the item and outlined the budget position as part of the zero-based review on existing spend and identification of 20% deprioritisation and efficiencies, as set out in the terms of the Spending Review ask.
- 2.2 ET discussed proposed commitments as outlined.
- 2.3 **Action:** MTM to circulate her slides in preparation for further discussion at ET on 23 January.

There being no further business, the meeting was brought to a close at 10:45.

Executive Team Meeting Minutes

Date of Meeting: Thursday 23 January 2025 at 10:00

Location: Swan Room and Video Conference (VC)

THE	
NATIONAL	
ARCHIVES	

Present:

Saul Nassé (SN) – CEO and Keeper (via VC)

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

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

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

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

John Sheridan (JS) – Digital Director

Marie Twomey-McLeod (MTM) – Interim Finance Director

Also present:

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

Asha Bagayat (AB) – Head of Governance

Claire Collard (CC) – Head of Financial Planning, Performance and Analysis

Chris Mumby (CM) – Head of Business Development

Helen Potter (HP) – Head of Information Rights Strategy (via VC)

Representative from VentureBright

Representative from VentureBright

Head of Private Office

Governance Coordinator (Minutes)

1. Apologies and Declarations of Interest

1.1. There were no apologies for absence.

1.2. There were no declarations of interest.

2. Policy Resourcing

MT joined the meeting.

2.1. ET discussed the process of bringing resourcing items to ET meetings.

2.2. MT talked through the item and presented the proposal for a new Band G role in the Policy team focused on Crown Rights.

2.3. ET discussed the proposal, including the remit of the job description and the potential to widen it.

2.4. **Decision:** ET endorsed the proposal, pending approval during the budget-setting process.

MT left the meeting.

3. Spending Review Update

CC joined the meeting.

- 3.1. MTM introduced CC to ET.
- 3.2. MTM presented the item, demonstrating modelling for two scenarios for the Spending Review.
- 3.3. ET discussed the key themes from across directorates included in the modelling.
- 3.4. JS talked through a spreadsheet used for modelling in Digital Services.
- 3.5. ET discussed the next steps.
- 3.6. **Decision:** ET noted the update.

CC left the meeting.

4. F0I Lessons Learned and Next Steps

HP joined the meeting.

- 4.1. LF introduced the item and talked through the report.
- 4.2. ET discussed updating the wording of the report, with a view to ensuring that the narrative was open and transparent.
- 4.3. ET discussed how the paper would be presented at the next Audit and Risk committee meeting.
- 4.4. **Decision:** ET approved the paper to go forward to the Audit and Risk committee with revisions, prior to subsequent publication on The National Archives' website.
- 4.5. **Decision:** ET agreed that SN could sign off the revised paper.
- 4.6. ET to discuss next steps with LF and HP.
- 4.7. **Action:** SN, LF, MTM to meet with RP prior to ARC.

SN and HP left the meeting.

5. Commercial Opportunities with Legal Information and Tools

CM and the representatives from VentureBright joined the meeting.

- 5.1. CM introduced the item and talked through the paper.
- 5.2. The representatives from VentureBright presented on the project, setting out the role of TNA in the UK legal sector and the scope for a project to expand that role. The presentation covered what has been done so far in the project and what the next phase of the project might look like.

5.3. CM talked through the next steps, including long-term and short-term potential funding opportunities.

5.4. **Decision:** ET approved the next phase of the project.

5.5. **Decision:** ET approved the reallocation of funds to continue the project.

5.6. **Decision:** ET endorsed future applications for grant funding for the project.

5.7. ET thanked the teams involved for their hard work on the project so far.

CM and the representatives from VentureBright left the meeting.

6. Minutes and Action Log

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

6.2. ET reviewed and updated the action log.

7. AOB

Accreditation

7.1. ET discussed the progress of TNA's own accreditation review.

Strategy Review Update

7.2. SW gave a brief verbal update on the Strategy Review.

MI5: Official Secrets

7.3. EJA confirmed the dates of the upcoming MI5 exhibition.

- 01 April 2025 – Press view
- 02 April 2025 – Private view
- 05 April 2025 – Public opening
- 28 September 2025 – Exhibition closes

There being no further business, the meeting closed at 12:59.

Special Executive Team Meeting Minutes

Date of Meeting: Thursday 30 January 2025 at 11:30

Location: Swan Room

THE	
NATIONAL	
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Present:

Saul Nassé (SN) – CEO and Keeper, Chair

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

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

Gemma MacLagan Ram (GMR) – Director of Research and Commercial Development

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

John Sheridan (JS) – Digital Director

Marie Twomey-McLeod (MTM) – Interim Finance Director

Also present:

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

David Moore (DM) – Interim Director of IT Operations

Governance Coordinator (Minutes)

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from Asha Bagayat, Head of Governance.

1.2. There were no declarations of interest.

2. 2025-26 Budget Update

DM joined the meeting.

2.1. MTM introduced the item.

2.2. DM talked through the budget bids for cybersecurity.

DM left the meeting.

2.3. ET discussed the budget bids for cybersecurity, incoming inquiries and the MOD Service Personnel project.

2.4. MTM presented a proposed allocation scenario for CDEL spend.

2.5. ET discussed the scenario.

2.6. **Decision:** ET endorsed the proposed allocation, with proactive reforecasting.

2.7. **Action:** MTM to pick up with directors.

3. Q3 Quarterly Report

3.1. MTM presented a brief verbal update on the Q3 report.

3.2. It was noted that there is a slightly increased chance of underspend.

3.3. ET briefly discussed areas for potential further spend.

3.4. **Action:** MTM to circulate the Q3 quarterly report out-of-committee.

There being no further business, the meeting closed at 12:30.