

Executive Team Meeting Minutes

Date of Meeting: 04 February 2025 at 10:00

Location: Swan Room and Teams

THE	
NATIONAL	
ARCHIVES	

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 (via VC)

Also present:

Asha Bagayat (AB) – Head of Governance

Juergen Vervoorst (JV) – Head of Collection Care

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

Susannah Baccardax (SB) – Programme Manager (Digital Archiving)

Darren Maggs (DM) – IT Security and Information Assurance Manager

Representative from Forvis Mazars

Representative from Forvis Mazars

Corporate Performance and Transparency Manager

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. Minutes & Action Log

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

2.2. ET discussed and updated the action log.

3. Internal Audit Progress Report and Draft Internal Audit Plan 2025-26

The Corporate Performance and Transparency Manager and the representatives from Forvis Mazars joined the meeting.

3.1. MTM introduced the item.

3.2. The representatives from Forvis Mazars talked through the items.

- 3.3. ET discussed the draft 2025-26 plan, with a view to ensuring that items are not being repeated unnecessarily and ensuring that assurance is being provided on areas not previously covered.
- 3.4. **Decision:** ET agreed to keep the future Commercial audit but amend the scope to ensure avoidance of repetition.
- 3.5. ET discussed potential future audits, including on the delivery of the Parliamentary Archives Relocation Project and the use and adoption of AI within the organisation.
- 3.6. ET discussed the timings of upcoming audits.
- 3.7. **Action:** MTM to progress draft internal audit plan with FM.
- 3.8. **Decision:** ET endorsed the plan and report to go to ARC.

4. Internal Audit Recommendation Tracker

- 4.1. ET discussed the internal audit recommendation tracker.

The Corporate Performance and Transparency Manager and the representatives from Forvis Mazars left the meeting.

5. Corporate Risk Register

- 5.1. MTM introduced the item.
- 5.2. ET discussed and updated the Corporate Risk Register.
- 5.3. ET discussed longstanding red risks on the Directorate Risk Register.
- 5.4. **Decision:** ET agreed that the directorate risks did not need to be escalated to the Corporate Risk Register.
- 5.5. **Decision:** ET endorsed the register to go to ARC with the agreed updates.

6. Environmental and Sustainability Update

JV joined the meeting.

- 6.1. GMR introduced the item.
- 6.2. JV talked through the update.
- 6.3. ET discussed the update and how to expand the remit in future updates, including looking at how use of AI, digital archive growth and access and engagement factors into our impact.
- 6.4. ET discussed decarbonisation and the spend required to get to net zero.

6.5. **Decision:** ET endorsed the update to go to ARC.

JV left the meeting.

7. Procurement Update

7.1. GMR introduced the item.

7.2. ET discussed the update.

7.3. **Decision:** ET endorsed the update to go to ARC.

8. Statement of Internal Control

8.1. MTM gave a brief verbal update on the Statement of Internal Control, which is to be circulated out of committee.

9. Timetable for Publishing the 2024-25 Annual Report and Accounts

9.1. MTM introduced the item.

9.2. MTM talked through the timetable and flagged areas of potential risk and what mitigations are in place.

9.3. **Action:** SN to review previous reports and discuss areas to streamline the report with MTM.

9.4. **Action:** AB to help organise a handover with the new project team members.

10. Governance Assurance Map

10.1. AB introduced the item.

10.2. ET discussed the formatting and construction of the map, as well as rating level of items.

10.3. **Decision:** ET agreed that the third and fourth lines of defence sat outside of TNA's assurance systems and should not be referenced on the map.

10.4. **Decision:** ET endorsed the map to go to ARC with the agreed amendments.

11. Workday Benefits Realisation Report

11.1. MTM introduced the item.

11.2. MTM talked through the report, which covers the progress to date and the aims going forward.

11.3. ET discussed the wording of the report, with a view to making a stronger point about budget constraints being worked under and how much was descope.

11.4. **Decision:** ET endorsed the report to go to ARC with the agreed amendments.

12. Cybersecurity Update

SB and DM joined the meeting.

12.1. JS introduced the item.

12.2. SB talked through the update, which covered the work done on Cybersecurity over the past year.

12.3. ET discussed the update.

12.4. **Decision:** ET endorsed the update to go to ARC.

SB and DM left the meeting.

13. Q3 Business Priorities

13.1. MTM introduced the item.

13.2. ET discussed the report.

13.3. ET discussed how the Q3 business priorities sit within the current four-year plan and the upcoming 2025-26 business priorities.

13.4. **Decision:** ET endorsed the update to go to ARC.

14. AOB

DCDC

14.1. ET briefly discussed the upcoming DCDC on 29-31 Jul. EJA to send out draft programme to interested directors.

Media Training

14.2. ET briefly discussed media training.

There being no further business, the meeting closed at 13:02.

Special Executive Team Meeting Minutes

Date of Meeting: Thursday 13 February 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

Peter Mills (PM) – Interim Finance Director

John Sheridan (JS) – Digital Director

Marie Twomey-McLeod (MTM) – Interim Finance Director

Also present:

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

Asha Bagayat (AB) – Head of Governance

Jenny Bunn (JB) – Head of Cataloguing, Taxonomy and Data 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. Project Omega

JB joined the meeting.

2.1. JS introduced the item.

2.2. JS and JB talked through the report, presenting a proposal to reduce the scope of Project Omega in order to effectively realise its ambition.

2.3. ET discussed what work had already been done on the project, and what assets currently exist.

2.4. ET discussed the budgetary and accounting consequences of writing off elements of the project and redefining the scope.

2.5. **Decision:** ET endorsed the proposal to redefine the scope of the project.

2.6. ET discussed the next steps and resourcing. It was noted that an impairment review would need to be done against the accounting standards.

2.7. **Action:** JS and JB to work on the implications of reducing the scope and a plan to mitigate risk.

JB left the meeting.

3. Spending Review Update

3.1. MTM presented the item and ran through the proposed shape of the interim return.

3.2. MTM talked through the identified pressures.

3.3. MTM talked ET through the proposed savings modelling, the proposed CDEL ask and the proposed RDEL ask.

3.4. MTM clarified the upcoming timeline:

- Spending Review bid presented to Board on 25 February 2025.
- Spending Review submitted to HMT on 27 Feb 2025.

3.5. **Action:** SN and MTM to meet to discuss the bid after the Board meeting.

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

There being no further business, the meeting closed at 11:04.

Executive Team Meeting Minutes

Date of Meeting: Thursday 20 February 2025 at 10:00

Location: Swan Room and Teams

THE	
NATIONAL	
ARCHIVES	

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

Peter Mills (PM) – Interim Finance Director

Also present:

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

Asha Bagayat (AB) – Head of Governance

Tina Morton (TM) – Head of Archives Sector Leadership

Helen Potter (HP) – Head of Information Rights Strategy

Head of Advocacy and Partnerships Team

IT Security and Information Assurance Manager

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. Minutes and 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. TikTok, WhatsApp and Outlook Policies

The IT Security and Information Assurance Manager joined the meeting.

3.1. GMR introduced the items.

3.2. ET discussed the TikTok risk review.

3.3. **Decision:** ET endorsed the decision in the risk review not to use TikTok on corporate devices.

3.4. ET discussed the WhatsApp Usage Policy.

3.5. **Decision:** ET endorsed the policy.

3.6. ET discussed the proposal to allow Outlook access on personal devices.

3.7. **Decision:** ET endorsed the proposal.

The IT Security and Information Assurance Manager left the meeting.

4. The Impact of Risk on the Place of Deposit Network

TM joined the meeting.

4.1. EJA introduced the item, explaining the background to the paper.

4.2. TM talked through the paper.

4.3. ET discussed the risks outlined in the report, including the risks with regards to the organisation's position as the archive of last resort and what contingencies are currently in place.

4.4. ET discussed grants for Local Authority archives. TM noted that more 'business as usual' activities are being included in resilience grant applications.

4.5. **Decision:** ET noted the report.

5. Vision for Archives

The Head of Advocacy and Partnerships Team joined the meeting.

5.1. EJA introduced the item, presenting the new strategic vision for archives as commissioned by DCMS in 2024.

5.2. ET discussed the funding bid to HMT, emphasising efficiency, reform, sustainability, and prioritising intervention over mitigation.

5.3. **Action:** EJA, MTM and SW to meet to discuss framing the funding bid to HMT.

5.4. ET discussed building capacity and resilience in the sector.

5.5. ET discussed how to structure the conversation at Board.

5.6. **Action:** EJA and SW to meet to discuss framing the conversation for Board.

5.7. ET discussed how to make a strong case to ministers to emphasise the benefits of the proposal.

5.8. ET discussed the organisation's role as the sector lead and creating trust and accountability.

5.9. ET noted the hard work involved in creating this proposal and offered their thanks to TM and her team for all they have done so far.

5.10. **Decision:** ET endorsed the proposal.

TM and the Head of Advocacy and Partnerships Team left the meeting.

6. Budget Final Draft

6.1. MTM introduced the item.

6.2. MTM talked through the final RDEL budget proposal.

6.3. MTM talked through the final CDEL budget proposal.

6.4. ET discussed the budget setting process and how it could be improved going forward.

6.5. **Decision:** ET endorsed the budget.

7. January Management Accounts

7.1. The accounts were taken as read.

8. AOB

Coronation Roll Display

8.1. EJA presented the item, including a risk register and display options for C 57/1 and C 57/18.

8.2. ET discussed the risks and mitigations in place.

8.3. **Action:** EJA to investigate display case options.

8.4. **Decision:** ET endorsed the proposal.

There being no further business, the meeting closed at 13:05.