

# The National Archives Executive Team Meeting Minutes

**Date of Meeting: Thursday 01 May 2025 at 10:00**

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

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

Peter Mills (PM) – Interim Finance Director

John Sheridan (JS) – Digital Director

## **Also present:**

Asha Bagayat (AB) – Head of Governance (via VC)

Jenny Bunn (JB) – Head of Cataloguing, Taxonomy and Data (for item 9)

Claire Collard (CC) – Head of Financial Planning, Performance and Analysis (for items 4 and 5)

Shona Lowe (SL) – Head of Media (for item 3)

Claire Stidwell (CS) – Interim Head of Marketing (for item 3)

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

Finance Business Partner (for items 4 and 5)

Programme Manager (Digital Archiving) (for item 9)

Head of Financial Accounting (for item 9)

Corporate Performance Analyst (for items 6, 7 and 8)

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. Social Media Policy and Update**

CS and SL joined the meeting.

3.1. EJA introduced the item.

3.2. ET discussed which social media channels the organisation currently uses and may use in the future.

3.3. ET discussed the proposed social media policy for members of the public and updated the structure and wording of the policy.

- 3.4. ET discussed how the policy might be utilised more widely across the organisation to cover all communication channels, including the live chat service and web forms.
- 3.5. ET discussed social media guidelines for staff.
- 3.6. AM agreed the staff social media guidelines could be included as part of new starter inductions.
- 3.7. **Decision:** ET endorsed the policy with the agreed wording and structure amendments.

CS and SL left the meeting.

#### 4. Spending Review Update

The Head of Financial Planning, Performance and Analysis and the Finance Business Partner joined the meeting.

- 4.1. PM introduced the item.
- 4.2. CC gave a brief update on the spending review.
- 4.3. **Decision:** ET noted the update.

#### 5. March Management Accounts and Year End Reporting

- 5.1. The Head of Financial Planning, Performance and Analysis introduced the item and talked through the management accounts.
- 5.2. ET discussed the lessons learned around the underspend that developed at the end of the financial year.
- 5.3. ET discussed how the accounts would be presented at Board.
- 5.4. **Decision:** ET endorsed the accounts.

The Finance Business Partner left the meeting.

#### 6. Assurance Map

The Corporate Performance Analyst joined the meeting.

- 6.1. PM introduced the item.
- 6.2. The Corporate Performance Analyst talked through the map.
- 6.3. **Decision:** ET endorsed the assurance map and agreed they and their Heads of Departments would work with the Corporate Performance Analyst to populate the more granular map.

7. Q4 Business Priorities

- 7.1. The Head of Financial Planning, Performance and Analysis introduced the item.
- 7.2. ET discussed and updated the final status progress of the business priorities.
- 7.3. **Decision:** ET endorsed the business priorities with the agreed updates.

8. Corporate Performance Dashboard

- 8.1. PM introduced the item.
- 8.2. The Corporate Performance Analyst talked through the paper, explaining the proposed dashboard’s presentation of metrics measured within the organisation.
- 8.3. ET discussed which metrics should be represented on the dashboard.
- 8.4. **Decision:** ET agreed that the business priorities should be represented on the dashboard.
- 8.5. **Action:** PM to circulate metrics questionnaire to ET.
- 8.6. **Decision:** ET agreed that the dashboard should come to ET meetings once a month.
- 8.7. **Decision:** ET endorsed the production of the corporate performance dashboard.

The Corporate Performance Analyst left the meeting.

9. Project Omega

JB, the Programme Manager (Digital Archiving) and the Head of Financial Accounting joined the meeting

- 9.1. JS introduced the item.
- 9.2. ET discussed the risks and recommendations laid out in the impairment review.
- 9.3. **Decision:** ET endorsed the recommended decision to write off a portion of the assets.

JB, the Programme Manager (Digital Archiving) and the Head of Financial Accounting left the meeting.

10. AOB

Happy and Glorious

- 10.1. EJA gave a brief verbal update on the upcoming private view of the Happy and Glorious exhibition.
- 10.2. JS suggested distributing copies or facsimiles of editions of the Gazette that relate to the coronation rolls.

10.3.       **Action:** JS to find out when the Charles III edition of the Gazette will be published.

## **Pay Project Phase 2**

10.4.       AM gave a brief verbal update on Phase 2 of the pay project and confirmed that sessions with directors would be held in the near future.

## **11. Forward Agenda**

11.1.       ET discussed the forward agenda.

There being no further business, the meeting closed at 12:53.

**The National Archives' Executive Team Meeting Minutes**  
**Date of Meeting: Thursday 13 May 2025 at 09:30**  
**Location: The National Archives and Video Conference (VC)**

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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  
Peter Mills (PM) – Interim Finance Director  
John Sheridan (JS) – Digital Director

**Also present:**

Asha Bagayat (AB) – Head of Governance  
Claire Collard (CC) – Head of Financial Planning, Performance and Analysis (for items 3, 4, 5, 6, 7 and 11)  
David Moore (DM) – Interim Head of IT Operations (for item 8)  
Mark Newman (MN) – Head of Estates and Facilities (for items 9 and 10)  
Sam Whaley (SW) – Head of Strategy and CEO's Office (via VC)  
Finance Business Partner (for item 11)  
Programme Manager (Digital Archiving) (for item 8)  
Corporate Performance & Transparency Manager (via VC) (for items 3 and 4)  
IT Security and Information Assurance Manager (for item 8)  
Corporate Performance Analyst (for items 6 and 7)  
Corporate Security Advisor (via VC) (for item 10)  
Governance Coordinator (Minutes)  
Representative from Forvis Mazars (via VC) (for item 3)  
Representative from Forvis Mazars (via VC) (for item 3)

**1. Apologies and Declarations of Interest**

- 1.1. Apologies were received from Andrea Metcalf, Director of People, Inclusion and Change (AM).
- 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. Internal Audit Progress Update and Annual Report**

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

- 3.1. The representatives from Forvis Mazars talked through the completed internal audit reports, including reports on business priorities, payroll and follow ups. The representatives noted that

they had no concerns with regards to the business priorities and were reassured to see the organisation's commitment to dealing with the priority 1 recommendation in the payroll report by July.

3.2. The representatives from Forvis Mazars confirmed that the draft report on risk management is still in progress at the moment and that a final version will be ready soon.

3.3. It was noted that there was a decrease in follow-up implementation. ET highlighted a misunderstanding between management and the report author that had impacted delivery time.

3.4. The representatives from Forvis Mazars confirmed that the overall annual opinion was a moderate assurance opinion. This represents no change from the previous opinion and demonstrates a positive opinion.

3.5. ET discussed planned upcoming audits.

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

The representatives from Forvis Mazars left the meeting.

#### **4. Internal Audit Recommendations Tracker**

4.1. The Corporate Performance & Transparency Manager introduced the item.

4.2. The item was taken as read.

4.3. **Decision:** ET endorsed the recommendations tracker.

The Corporate Performance & Transparency Manager left the meeting.

#### **5. Risk Management Policy**

5.1. The Corporate Performance & Transparency Manager introduced the item.

5.2. ET discussed the proposed updates to the policy.

5.3. **Decision:** ET endorsed the policy with the proposed updates.

#### **6. Corporate Risk Register**

The Corporate Performance Analyst joined the meeting

6.1. PM introduced the item.

6.2. ET discussed the enduring red items on the risk register and updated the wording.

6.3. ET discussed the new items and enduring red items on the directorate risk register.

6.4. **Decision:** ET endorsed the risk register with the agreed updates.

## 7. Statement of Internal Control Year End Report

7.1. PM introduced the item.

7.2. ET talked through the red and amber rated items from the report and agreed which ones would be raised to ARC.

7.3. **Action:** PM to discuss the People, Inclusion and Change items with AM.

7.4. **Decision:** ET endorsed the report.

CC and the Corporate Performance Analyst left the meeting.

## 8. Cyber Security Update

DM, the Programme Manager (Digital Archiving) and the IT Security and Information Assurance Manager joined the meeting.

8.1. JS introduced the item.

8.2. The Programme Manager (Digital Archiving) talked through the paper, covering recent successful interventions and potential future interventions.

8.3. ET discussed the updated procedures following several recent high-profile breaches nationally, as well as the lessons learned from those incidents.

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

DM, the Programme Manager (Digital Archiving) and the IT Security and Information Assurance Manager left the meeting.

## 9. Health and Safety Exceptions Report

MN joined the meeting.

9.1. GMR introduced the item.

9.2. ET discussed the report, including the list of incidents and near misses.

9.3. ET discussed the frequency of the reports.

9.4. **Decision:** ET agreed that the exceptions report will be presented to ET and ARC on a quarterly basis.

9.5. **Decision:** ET endorsed the report.

## 10. Security and Business Continuity Report

The Corporate Security Advisor joined the meeting.

- 10.1. GMR introduced the item.
- 10.2. The Corporate Security Advisor talked through the report.
- 10.3. ET discussed the cameras being added to the repository entrances. GMR confirmed that this will be discussed with DSD and the trade unions.
- 10.4. ET discussed Martyn's Law and the steps the organisation is taking to prepare for this legislation being implemented.
- 10.5. ET discussed centralising Health & Safety, Security & Business Continuity and Cybersecurity information on the staff intranet.
- 10.6. **Decision:** ET endorsed the report.

MN and the Corporate Security Advisor left the meeting.

## 11. Delegations of Authority

CC and the Finance Business Partner joined the meeting.

- 11.1. PM introduced the item and talked through the paper.
- 11.2. ET discussed how the paper would be presented at ARC and agreed it would be for information, not for a decision.
- 11.3. **Decision:** ET agreed to extend the delegations to include income.
- 11.4. **Decision:** ET agreed to introduce flexibility with regards to reallocating budget outside of quarterly budget reviews.
- 11.5. **Decision:** ET agreed that any proposals to reallocate budget between staff and non-staff costs would be agreed by ET, with recommendations made by the Finance Director and the People, Inclusion and Change Director.
- 11.6. ET discussed which items of training should be mandatory.
- 11.7. **Decision:** ET agreed to discuss this and bring it back to a future meeting.
- 11.8. **Action:** ET to provide feedback on Annex A prior to ARC.

AB, CC and the Finance Business Partner left the meeting.



## **12 . AOB**

### **Spending Review Update**

12.1. PM gave a brief verbal update on the spending review.

### **Accreditation Presentations**

12.2. ET discussed Director attendance at upcoming accreditation presentations.

### **Catch up With Exec Team**

12.3. ET discussed the agenda for tomorrow's CUWET.

**There being no further business, the meeting closed at 12:46.**

# The National Archives Executive Team Meeting Minutes

**Date of Meeting: Thursday 22 May 2025 at 14:00**

**Location: Swan Room & Teams (VC)**

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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

Peter Mills (PM) – Interim Finance Director

John Sheridan (JS) – Digital Director

## **Also present:**

Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management (for item 5)

Asha Bagayat (AB) – Head of Governance (Minutes)

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

Head of Finance Systems and Reporting (for item 6)

Head of Media (for item 4)

Head of Strategic Insight (for item 3)

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

## **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. Subject to one minor amendment, the minutes of the meeting held on 13 May 2025 were agreed as a correct record.

2.2. The Executive Team (ET) reviewed the Actions Log and agreed that Item 1 was no longer required and could be removed and Items 7 and 9 were complete and could be closed.

## **3. Strategy Review Update**

The Head of Strategic Insight joined the meeting.

3.1. ET received an update on the Strategy Review, including the presentation slides from the five workstream sessions, to discuss and inform the drafting of a written strategy for discussion with The National Archives' Board on 10 June.

3.2. SN introduced the item and shared his high-level insights and reflections from sitting in on the workstream sessions, including gaps around the organisation's relationship with and offer to Government and our Archives Sector leadership role.

- 3.3. ET broadly endorsed the four pillars to underpin the draft new strategy and agreed it should be bold, clear and ambitious and hold us to account to deliver, whilst being mindful of resourcing and other constraints.
- 3.4. **Action:** SW to work on an outline draft of a strategy for discussion at the 10 June Board meeting.

The Head of Strategic Insight left the meeting.

#### 4. Media Briefing

The Head of Media joined the meeting.

- 4.1. ET received a media update, which included live inquiries, filming and broadcast dates, press events for the MI5 exhibition, press preview for Happy and Glorious exhibition and special document displays.
- 4.2. EJA also provided a verbal update on the headline performance of the MI5 exhibition, including visitor numbers and pipeline promotional activity.
- 4.3. **Action:** ET welcomed the update and requested a media briefing every three meetings.

The Head of Media left the meeting.

#### 5. Legislation Procurement Services Update

DA joined the meeting.

- 5.1. ET received a paper which proposed making adjustments to the medium-term procurement strategy for two Legislation contracts which had been agreed by the Executive Team in July 2024. The contracts related to a) the operation, maintenance and development of the Legislation.gov platform and b) a concession contract to deliver legislation publishing services in print and online.
- 5.2. In introducing the item, DA noted that the adjustments would provide greater flexibility in determining the timing of the re-procurement of the contracts for best value and confirmed they were underpinned by the new procurement regulations.
- 5.3. **Decision:** ET agreed the recommendations set out in the report.

DA left the meeting.

#### 6. Adaptive Planning

The Head of Finance Systems and Reporting joined the meeting.

- 6.1. ET were invited to agree a business case for the implementation of Adaptive Planning and Forecasting – the financial forecasting tool within Workday (The National Archives' Enterprise Resource Planning System).

- 6.2. In introducing the item, PM set out the benefits of the tool in supporting business planning and budgeting processes. He noted that this had been in scope of the original Workday Benefits Realisation business case, but implementation had been delayed owing to pressures upon the team and confirmed budget provision.
- 6.3. Assurances were provided on the timing of the implementation and full benefits realisation, which would be ready for the 2026-7 business forecasting cycle.
- 6.4. There was general agreement that staff would require training to confidently use the tool and that this should be considered as part of the implementation programme.
- 6.5. ET noted that the Finance team would be undertaking a light touch reforecasting exercise (focusing on the staff vacancy provision and key known movements) ahead of the usual Q1 exercise.
- 6.6. **Decision:** ET agreed the business case to implement Adaptive Planning and Forecasting.

The Head of Finance Systems and Reporting left the meeting.

## **7. Overheads Recharges**

CC joined the meeting.

- 7.1. ET received a paper setting out options on how estate costs should be treated for overhead recharge purposes.
- 7.2. There was a detailed discussion on each of the options, including risks and opportunities.
- 7.3. **Decision:** ET agreed:
- (a) Option 3 as set out in the report in relation to the recharging of overheads.
  - (b) The admin target as set out in the report
  - (c) the overhead rate would inform the draft Fees Order 2025-26, which would be presented to ET on 3 June.

CC left the meeting.

## **8. AOB**

### **Spending Review Update**

- 8.1. PM provided a verbal update on conversations with HM Treasury on our Spending Review submission. We were expecting a written response in the next few weeks.

### **Civil Service Pay Remit 2025-26**

- 8.2. ET noted the publication of the Civil Service pay remit for 2025-26.

### **50<sup>th</sup> Anniversary of The National Archives Building**

- 8.3. EJA noted the 50<sup>th</sup> Anniversary of the opening of The National Archives building on 23 February 2028 and the official Royal opening on 23 February 1978 and sought ET's endorsement to explore options to mark the occasion, which was agreed. ET also endorsed proposals to capture oral histories of living Keepers and long-term staff.
- 8.4. **Action:** EJA to bring back proposals for marking the 50<sup>th</sup> anniversary of the opening of The National Archives building to a future ET meeting.

#### **Djibouti Visit**

- 8.5. ET received a debrief from the recent visit by a delegation of The National Archives to Djibouti.

#### **Forward Agenda**

- 8.6. ET received the Forward Agenda.

#### **Items for noting**

- 8.7. ET received two items for noting: Visit England Report and the Corporate Reporting Schedule.

**There being no further business, the meeting closed at 16.34.**