

Present:

Saul Nassé (SN) – Chief Executive and Keeper (Chair)
Emmajane Avery (EJA) – Chief Curator
Lucy Fletcher (LF) – Deputy Chief Executive
Hannah Lee (HL) – Interim Director of People, Inclusion and Change
Gemma MacLagan Ram (GMR) – Chief Operating Officer
Peter Mills (PM) – Interim Director of Finance
John Sheridan (JS) – Chief Digital and Information Officer

Also present:

Board Secretary
Senior Interaction Designer (via VC)
Finance Business Partner
Beth Brunton (BB) – Head of Development and Strategy
Finance Business Partner
Graham Hanock (GH) – Head of Financial Planning, Performance and Analysis
Representative from Forvis Mazars (via VC)
Lindsay McCombie (LM) – Service Access Owner (MOD Access)
Representative from 3R Strategy (via VC)
HR and Business Partner
Governance Coordinator (Minutes)
Claire Stidwell (CS) – Interim Head of Marketing
Sam Whaley (SW) – Head of Strategy and CEO’s Office
Delivery Manager
Service Transformation Manager

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 23 October 2025 meeting were agreed as a correct record.
- 2.2. The Executive Team (ET) reviewed and updated the action log.
 - (i) ET discussed the commissioned AI Steering Group report.
 - (ii) **Decision:** ET agreed that it would be beneficial for the report to be used to inform a future workshop.
 - (iii) **Action:** JS and the Governance Coordinator to discuss further.

3. Pay Policy

The HR and Business Partner and the representative from 3R Strategy joined the meeting.

3.1. HL introduced the item. The paper was taken as read.

3.2. ET discussed the key aspects of the pay policy, including pay ranges, salary setting, allowances and reward, as well as the principles underpinning the policy.

3.3. ET discussed future updates to the Nominations and Governance Board subcommittee to include people-related discussions.

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

3.5. **Action:** HL to discuss further with directors and return to ET with the finalised policy.

The HR and Business Partner and the representative from 3R Strategy left the meeting.

4. Proposed Areas for Internal Audit Review

The representative from Forvis Mazars joined the meeting.

4.1. PM introduced the item.

4.2. ET discussed the areas proposed by Forvis Mazars for internal audit in 2026-27.

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

The representative from Forvis Mazars left the meeting.

5. Budget 2026-27 – Timetable and Planning

GH and the Finance Business Partners joined the meeting.

5.1. PM introduced the item. The paper was taken as read.

5.2. ET discussed the proposed budget process and potential starting points.

5.3. **Action:** GH to remodel a starting point using the budget as of April 2025.

5.4. ET discussed the medium-term view of the budget, and its position in the business plan.

5.5. ET discussed projected income.

5.6. **Decision:** ET agreed to further budget updates at the upcoming ET meetings.

GH and the Finance Business Partners left the meeting.

6. Request a Military Service Record Prototype

LM, the Service Transformation Manager, the Senior Interaction Designer and the Delivery Manager joined the meeting.

- 6.1. LF introduced the item and talked through the design and process of the new record request service.
- 6.2. ET discussed the customer service plan. The Service Transformation Manager confirmed that the customer service would be handled within the existing Access team.
- 6.3. ET discussed adjustments to copy and wording on the site, including in informational beta service banner, postage information and how access to service records available on Ancestry is explained.
- 6.4. ET discussed testing the service.
- 6.5. **Decision:** ET agreed the service will be tested with users prior to launch.
- 6.6. ET discussed cybersecurity measures being put in place.

LM, the Service Transformation Manager, the Senior Interaction Designer and the Delivery Manager left the meeting.

7. Immunity from Seizure for International Loans

BB joined the meeting.

- 7.1. EJA introduced the item.
- 7.2. BB talked through the process for applying for Approved Status for Immunity from Seizure.
- 7.3. It was noted that the organisation would not be able to proceed with incoming international loans for exhibitions without the documentation.
- 7.4. **Decision:** ET endorsed the proposal set out in the paper.

BB left the meeting.

8. Social Media Platform Recommendations

CS joined the meeting.

- 8.1. EJA introduced the item.
- 8.2. CS talked through the proposals set out in the paper to selectively phase out and retain various social media accounts attached to the organisation.
- 8.3. ET discussed how rights to images would be managed through hosting on social media channels going forward. GMR requested that the Head of Licensing and Publishing and the Copyright team be involved in any related discussions going forward.

8.4. **Decision:** ET endorsed the proposals set out in the paper.

9. AOB

CUWET

9.1. ET discussed the upcoming CUWET meeting.

Personal Assistant Responsibilities

9.2. ET briefly discussed PA responsibilities following the Organisational Design directorate moves.

9.3. **Decision:** Due to time constraints, ET agreed this would be discussed in AOB at the next meeting.

Christmas

9.4. ET discussed staff Christmas celebrations.

9.5. **Decision:** EJA to work with the Head of Visitor Experience to organise a staff Christmas drop-in.

There being no further business, the meeting closed at 12:36.

The National Archives Executive Team Meeting Public Minutes
Date of Meeting: Tuesday 18 November 2025 at 13:30
Location: The National Archives, Kew & Video Conference (VC)

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Present:

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Gemma MacLagan Ram (GMR) – Chief Operating Officer
Peter Mills (PM) – Interim Director of Finance (via VC)
John Sheridan (JS) – Chief Digital and Information Officer

Also present:

Corporate Performance and Risk Manager
Board Secretary
Jack Butterworth (JB) – Head of Research, Grants and Academic Engagement
Head of Private Office
Representative from Forvis Mazars (via VC)
Corporate Performance and Transparency Manager (via VC)
Head of Advocacy and Partnerships Team
Tina Morton (TM) – Head of Archive Sector Leadership
Mark Newman (MN) – Head of Estates and Facilities
Governance Coordinator (Minutes)
Corporate Performance Analyst
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies and Declarations of Interest

- 1.1. Apologies for absence were received from PM for the second half of the meeting.
- 1.2. There were no declarations of interest.

2. Minutes and Action Log

- 2.1. The minutes of the last meeting were agreed as a correct record with minor amendments.
- 2.2. ET reviewed and updated the action log.

3. Government's Vision for Archives

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

- 3.1. EJA introduced the item.
- 3.2. The Head of Advocacy and Partnerships Team presented the first draft of the designed version.

- 3.3. ET discussed the current action plan and the activities on it that sit within the vision, including a regional loans programme and a leadership skills programme with the Archives and Records Association. It was noted that the action plan is iterative, and items will be added to it as activities and funding become available.
- 3.4. JS suggested foregrounding managing born digital records as a specific issue faced by archives.
- 3.5. ET discussed how best to articulate the role of government in the vision.
- 3.6. ET discussed presenting the item at Board level.
- 3.7. **Decision:** It was agreed that the first draft of the designed version would be presented to Board.
- 3.8. **Decision:** ET endorsed the approach set out in the proposal.

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

4. The TNA Trust and Future Fundraising

JB joined the meeting.

- 4.1. GMR introduced the item.
- 4.2. JB talked through the proposal, which looked to set out a solution to deliver funding for the organisation and the sector by transfer some responsibilities for fundraising from The National Archives Trust to The National Archives.
- 4.3. ET discussed how best to articulate the case for the existing Trust and its charitable objectives being serviced by lead generation and prospecting from the organisation.
- 4.4. ET discussed framing the proposals in relation to Managing Public Money.
- 4.5. ET discussed the nature of the Development Board.
- 4.6. **Action:** SW to discuss this further with GMR and JB.
- 4.7. ET discussed whether the posts in question qualified for TUPE. JB confirmed that the Trust was also seeking assurance on this.
- 4.8. **Action:** HL to set up a meeting with GMR, JB and legal advisors to discuss employment law in relation to the proposal.
- 4.9. ET discussed presenting the paper at Board.
- 4.10. **Decision:** ET endorsed the paper to be presented at Board with the agreed revisions.

4.11.**Action:** JB to produce a condensed version of the proposal for the next Board meeting on 25 November 2025.

JB left the meeting.

5. Annual Assurance Statement

The Corporate Performance and Risk Manager, the Corporate Performance and Transparency Manager and the Corporate Performance Analyst joined the meeting.

- 5.1. The Corporate Performance and Risk Manager introduced the item and talked through the updated structure of the assurance statement, confirming that this would replace the statement of internal control.
- 5.2. ET discussed the new structure. It was agreed that the form ought to be enhanced to make it clearer, including what is required and linking to TNA policies, which would be helpful for members of SLT when completing the statement.
- 5.3. **Action:** The Corporate Performance and Risk Manager to circulate a second draft of the Assurance Statement out of committee once changes have been incorporated.
- 5.4. **Decision:** ET noted the update.

PM left the meeting.

6. Internal Audit Update

The representative from Forvis Mazars joined the meeting.

- 6.1. The Corporate Performance and Transparency Manager introduced the item.
- 6.2. The representative from Forvis Mazars talked through the updates that had been made to the 2026-27 Internal Audit Plan following the last ET meeting and confirmed that meetings would be held individually with directors to discuss planned audits in their areas.
- 6.3. The representative from Forvis Mazars talked through the progress report. It was noted that there were two audit reports awaiting management response, and that one further report was undergoing a benchmarking exercise. It was agreed that this would be circulated to ET outside of committee and presented to ARC on 8 December.
- 6.4. **Decision:** ET endorsed the update to be presented at ARC.

The representative from Forvis Mazars left the meeting.

7. Internal Audit Recommendations Tracker

- 7.1. The Corporate Performance and Transparency Manager introduced the item.

7.2. The Corporate Performance and Transparency Manager talked through the updates to the tracker. It was noted that progress against all items was on track.

7.3. **Decision:** ET endorsed the update to be presented at ARC.

8. Corporate Risk Register

8.1. The Corporate Performance Analyst introduced the item.

8.2. The Corporate Performance Analyst talked through the updates made to the risk register.

8.3. ET discussed the risk register. It was noted that climate resilience would remain on the directorate risk register, to be escalated if necessary.

8.4. **Decision:** ET endorsed the risk register to go to ARC.

9. Risk Appetite Matrix

9.1. The Corporate Performance and Risk Manager introduced the item and talked through the proposal for a new Risk Appetite Matrix based on the format used by DCMS.

9.2. ET discussed the proposed matrix. It was agreed that the specificity and articulation of risk was an improvement, but that further work with Heads of Departments would improve subcategories.

9.3. The Corporate Performance and Risk Manager noted that the matrix can be used as a guideline.

9.4. **Decision:** ET endorsed the proposal to go to ARC.

The Corporate Performance and Risk Manager, the Corporate Performance and Transparency Manager and the Corporate Performance Analyst left the meeting.

10. Security and Business Continuity Update

MN joined the meeting.

10.1. GMR introduced the item. The report was taken as read.

10.2. **Decision:** ET endorsed the report to go to ARC.

11. Health and Safety Report

11.1. GMR introduced the item. The report was taken as read.

11.2. MN updated ET on the Royal Life Saving Society water risk assessment and the independent fire risk assessment.

11.3. MN confirmed that an independent review of the staff lifts has been commissioned.

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

12. People Related Risks

12.1.HL introduced the item. The report was taken as read.

12.2.ET discussed the workforce planning project, which was paused pending the completion of the organisational design work. It was agreed that the organisation would benefit from enterprise level talent mapping and succession planning work.

12.3.**Decision:** ET endorsed the report to go to ARC.

13. Cybersecurity Update

13.1.Due to time constraints, JS gave a brief verbal update on Cybersecurity. The report was taken as read.

13.2.**Decision:** ET endorsed the report to go to ARC.

14. AOB

PA Responsibilities

14.1. ET agreed to add this item to the action log.

There being no further business, the meeting closed at 17:00.