

The National Archives' Executive Team Meeting Public Minutes
Date of Meeting: Thursday 09 October 2025 at 10:00
Location: The National Archives, Kew & 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
Hannah Lee (HL) – Interim Director of People, Inclusion and Change
Gemma MacLagan Ram (GMR) – Director of Research and Commercial Development
Peter Mills (PM) – Interim Finance Director
John Sheridan (JS) – Digital Director

Also present:

Corporate Performance and Risk Manager
Beth Brunton (BB) – Head of Development and Strategy
Claire Collard (CC) – Head of Financial Planning, Performance and Analysis
Government Relations Manager
Senior Project Manager (Commercial)
Juliette Desplat (JD) – Head of International and External Affairs
Head of Grant Development
Jess Nelson (JN) – Head of Collections Expertise and Engagement
Lee Oliver (LO) – Head of Visitor Experience
Places of Deposit Manager
Governance Coordinator (Minutes)
Preventive Conservation Manager
HR Business Partner
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies and Declarations of Interest

- 1.1. Apologies for absence were received from Lucy Windmill, Interim Director of People, Inclusion and Change.
- 1.2. There were no declarations of interest.

2. Minutes and Action Log

- 2.1. The Executive Team (ET) reviewed the minutes of the 25 September 2025 meeting, which were agreed as a correct record.
- 2.2. ET reviewed the actions log. There were no amendments.

3. Memoranda of Understanding

JD joined the meeting.

- 3.1. JD introduced the item and talked through the memoranda of understanding between the organisation and the National Archives of Qatar, and the organisation and the Darat AlMaktoum Foundation.
- 3.2. **Decision:** ET approved the draft wording of both memoranda and the intent to progress discussions with both partners.

JD left the meeting.

4. Collections Emergency Plan

The Preventive Conservation Manager joined the meeting.

- 4.1. GMR introduced the item.
- 4.2. The Preventive Conservation Manager talked through the updates made to the Collections Emergency Plan.
- 4.3. ET discussed the plan, including how to recruit staff volunteers.
- 4.4. **Decision:** ET approved the updated Collections Emergency Plan.

The Preventive Conservation Manager left the meeting.

5. Independent Review – Risk Management

The Corporate Performance and Risk Manager joined the meeting.

- 5.1. PM introduced the item.
- 5.2. The Corporate Performance and Risk Manager talked through the paper, explaining the progress made on the 2023 Risk Management Independent Review.
- 5.3. **Decision:** ET approved the proposal to formally close the review.

6. Government Efficiency Framework (Quarterly Commission)

CC joined the meeting.

- 6.1. PM introduced the item.
- 6.2. CC talked through the paper, outlining the proposed areas to be included in the Government Efficiency Framework Q2 Commission.
- 6.3. **Decision:** ET endorsed the proposals set out in the paper.

7. Proposed Recruitment Controls

The HR Business Partner joined the meeting.

- 7.1. HL introduced the item and talked through the proposed recruitment controls. It was noted that the controls do not constitute a freeze on recruitment.
- 7.2. ET discussed how the controls will work alongside the ongoing organisational design work.
- 7.3. **Action:** PM to draft communications to the wider organisation clarifying challenges around the budget and how the organisation is addressing this and circulate to ET for approval outside of committee.
- 7.4. **Action:** HL to draft communications to the wider organisation about the recruitment controls and circulate to ET.
- 7.5. ET discussed how long the controls would be put in place for.
- 7.6. **Decision:** ET agreed to implement the controls until at least the end of the year, and to reconsider them on a rolling basis.

8. A0B

Organisational Policies

- 8.1. SN updated ET on the work undertaken by the governance team to identify and collate policies within the organisation.
- 8.2. **Decision:** ET agreed to nominate a person within their directorate to maintain the section of the register of policies for their respective directorate.
- 8.3. **Action:** Governance Coordinator to circulate register of policies to ET.

Loan Requests

- 8.4. GMR raised that there have been several loan recent loan requests that require a forum in which to discuss them, but that no formal decision-making body exists for this purpose.
- 8.5. **Action:** GMR and the Head of Collection Care to bring a paper to ET with options to consider going forward.

There being no further business, the meeting closed at 13:23.

Present:

Emmajane Avery (EJA) – Chief Curator
Gemma Maclagan Ram (GMR) – Chief Operating Officer
Peter Mills (PM) – Interim Director of Finance
John Sheridan (JS) – Chief Digital and Information Officer
Hannah Lee (HL) – Interim Director of People, Inclusion and Change

Also present:

Asha Bagayat (AB) – Head of Governance
Claire Collard (CC) – Head of Financial Planning, Performance and Analysis
Head of Internal Communications and Engagement
Graham Hancock (GH) – Incoming Head of Financial Planning, Performance and Analysis
Governance Coordinator (Minutes)

1. Apologies and Declarations of Interest

- 1.1. Apologies were received from Saul Nassé, Chief Executive and Lucy Fletcher, Deputy Chief Executive.
- 1.2. There were no declarations of interest.
- 1.3. GMR noted that it was AB’s last meeting. ET thanked AB for her hard work over the past six years and wished her well in her new role.

2. Minutes and Action Log

- 2.1. The minutes of the last meeting were approved with minor amendments.
- 2.2. The Executive Team (ET) reviewed and updated the actions log. Item 1 was closed.
- 2.3. **Decision:** ET commissioned the AI Steering Group to take the lead on producing a report on the Copilot trial.

3. Q2 Business Priorities

- 3.1. PM introduced the item and talked through the updates made to the business priorities.
- 3.2. ET discussed and reviewed the progress report.
- 3.3. **Decision:** ET noted the update.

4. Corporate Performance Dashboard

- 4.1. PM introduced the item and talked through the updates made to the corporate performance dashboard. It was noted that the dashboard will now be presented to Board and the Finance and Performance Committee.
- 4.2. ET discussed further updates that could be made to the dashboard in terms of adding a narrative for presentation at Board level, as well as closing off and modifying project items that have now completed.
- 4.3. **Decision:** ET noted the update.

5. September Management Accounts and 6+6

CC and GH joined the meeting.

- 5.1. CC introduced GH.
- 5.2. CC introduced the item and talked through the accounts, highlighting that all targeted savings have been achieved.
- 5.3. ET thanked CC for her hard work and wished her well in her new role.
- 5.4. **Decision:** ET noted the accounts.

CC and GH left the meeting.

6. Pulse Survey

The Head of Internal Communications and Engagement joined the meeting.

- 6.1. HL introduced the item.
- 6.2. The Head of Internal Communications and Engagement talked through the results of the August pulse survey.
- 6.3. ET discussed the results of the survey and communications within the organisation.
- 6.4. **Decision:** ET agreed that the results would be posted on the staff intranet.
- 6.5. **Decision:** ET agreed that the next pulse survey would be run in early 2026.
- 6.6. **Decision:** ET agreed that the results of the August pulse survey would be presented to Board in November 2025 and the results of the wider staff survey and the 2026 pulse survey would be presented in March.

The Head of Internal Communications and Engagement left the meeting.

7. Quarterly People Metrics

- 7.1. HL introduced the item and talked through the presentation, covering recruitment, turnover, sickness, attendance, engagement and learning and development.
- 7.2. ET discussed the presentation. It was agreed that there was scope to meet with SLT to discuss apprenticeships opportunities within their areas.
- 7.3. **Decision:** ET noted the update.

8. AOB

Financial Authority Delegations

- 8.1. PM briefly discussed financial authority delegations.
- 8.2. **Action:** PM to write a covering note and share with ET out-of-committee.

Government Efficiency Framework

- 8.3. PM gave a brief verbal update on the Government Efficiency Framework and sought ET's endorsement to discuss this further with the chairs of FPC and ARC.
- 8.4. ET discussed ensuring that the work remained proportionate.
- 8.5. **Decision:** ET approved the sharing of the 09 October Government Efficiency Framework paper with the chairs of ARC and FPC.

There being no further business, the meeting closed at 12:45.