

The National Archives' Public Executive Team Meeting Minutes

Date of Meeting: Thursday 01 September 2025 at 10:45

Location: The National Archives, Kew & Video Conference (VC)

THE

NATIONAL

ARCHIVES

Present:

Saul Nassé (SN) – CEO and Keeper (Chair)

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

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

John Sheridan (JS) – Digital Director

Lucy Windmill (LW) – Interim Director of People, Inclusion and Change

Also present:

Asha Bagayat – Head of Governance (via VC)

Corporate Performance and Risk Manager (for item 4)

Head of Private Office

Head of Financial Accounting (for item 3)

Senior Legal Editor (ARA Project Manager and Editorial Assistant) (for item 3)

Governance Coordinator (Minutes)

Corporate Risk Analyst (for item 4)

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from Lucy Fletcher, Director of Public Access and Government Services, and Peter Mills, Interim Finance Director.

1.2. SN welcomed LW to her first meeting as one of the Interim Directors of People, Inclusion and Change.

2. Minutes and Action Log

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

2.2. The Executive Team (ET) reviewed the action log. No updates were made.

3. Annual Report and Accounts Lessons Learned

The Head of Financial Accounting and the Senior Legal Editor (ARA Project Manager and Editorial Assistant) joined the meeting.

3.1. The Head of Financial Accounting introduced the item, which offered a reflection on the production of the 2025-25 Annual Report and Accounts (ARA).

3.2. ET discussed the challenges of producing the annual report this year, which were mainly driven by resourcing issues, new staff at all levels working on the project and a later audit start date from the National Audit Office (NAO).

3.3. It was noted that the NAO audit of DCMS will be earlier next year, which will mean that the TNA audit will be later again. It was agreed that this should be discussed with the Chair of the Audit and Risk Committee (ARC).

- 3.4. ET discussed resourcing for the ARA. It was agreed that the project required two team members, a Project Manager and an Editorial Assistant, and should not be undertaken by one person.
- 3.5. ET discussed how the ARA could potentially be streamlined in the future.
- 3.6. SN offered his thanks to the Senior Legal Editor (ARA Project Manager and Editorial Assistant) and Head of Financial Accounting for their hard work on the project.
- 3.7. **Decision:** ET approved the proposals set out in the paper.
- 3.8. **Decision:** ET approved the paper to go to ARC.

The Head of Financial Accounting and the Senior Legal Editor left the meeting.

4. Assurance Map

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

- 4.1. The Corporate Performance and Risk Manager introduced the item and talked through the updates that have been made to the map in the areas related to Finance and Performance.
- 4.2. ET discussed the format and presentation of the map. It was agreed that the format would not be changed prior to the October Audit and Risk Committee meeting, but that feedback from the meeting could be used to create more of an alignment with a functional standards model.
- 4.3. **Decision:** ET approved the item to go to FPC.

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

5. AOB

- 5.1. There was no further business.

There being no further business, the meeting closed at 11:55.

The National Archives' Special Executive Team Public Minutes
Date of Meeting: Thurs 11 September 2025 at 11:00
Location: The National Archives, Kew and Video Conference (VC)

THE	
NATIONAL	
ARCHIVES	

Present:

Saul Nassé (SN) – CEO and Keeper (Chair)
Lucy Fletcher (LF) – Director of Public Access and Government Services
Hannah Lee (HL) – Interim Director of People, Inclusion and Change
Gemma MacLagan Ram (GMR) – Research and Commercial Development Director
John Sheridan (JS) – Digital Director (via VC)
Lucy Windmill (LW) – Interim Director of People, Inclusion and Change

Also present:

Asha Bagayat (AB) – Head of Governance (via VC)
Chris Mumby (CM) – Head of Business Development
Governance Coordinator (Minutes)
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from Emmajane Avery, Director of Public Engagement and Sector Leadership, and Peter Mills, Interim Finance Director.

2. Collaborative Fellowships Programme with the Ministry of Culture, Saudi Arabia

CM joined the meeting.

2.1. GMR introduced the item.

2.2. CM talked through the paper, outlining the proposed programme and budget for a collaborative fellowships programme with the Ministry of Culture in Saudi Arabia.

2.3. ET discussed the code of conduct and the expectations built into the contract. CM confirmed that there is a 0.5 FTE post factored into the budget that will cover the administration of the programme.

2.4. **Decision:** ET approved the proposals set out in the paper.

CM left the meeting.

3. AOB

International Loans Update

3.1. GMR provided a brief verbal update on the loan of several items to the Museum of the American Revolution.

- 3.2. It was noted that the organisation's condition on loaning the items was dependent on the museum having an Immunity from Seizure application signed by the US Department of State, which they have not yet been able to acquire.
- 3.3. GMR presented several options to ET for moving forward with the loan and highlighted the option that was preferred by the Head of Collection Care.
- 3.4. **Decision:** ET approved the preferred option, whereby the loan will be delayed until the appropriate documentation has been obtained. In the meantime, the museum will be provided with high resolution copies of the items.

There being no further business, the meeting closed at 12:18.

The National Archives' Public Executive Team Meeting Minutes

Date of Meeting: Thursday 25 September 2025 at 10:00

Location: The National Archives 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 (via VC)

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

Hannah Lee (HL) – Interim Director of People, Inclusion and Change

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

Peter Mills (PM) – Interim Finance Director

John Sheridan (JS) – Digital Director (via VC)

Lucy Windmill (LW) – Interim Director of People, Inclusion and Change

Also present:

Finance Business Partner

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

Corporate Performance and Risk Manager

Head of Private Office

Corporate Performance and Transparency Manager

Representative from Forvis Mazars

Andrew Payne (AP) – Head of Education and Outreach

Corporate Performance Analyst

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. The Executive Team (ET) reviewed the minutes of the 01 September meeting, which were agreed as a correct record.

2.2. ET reviewed the minutes of the 11 September meeting, which were agreed as a correct record with minor amendments to item 2.

2.3. ET reviewed and updated the action log. Item 5 was closed.

3. Internal Audit Progress Report

The Corporate Performance and Risk Manager, the Corporate Performance and Transparency Manager and the representative from Forvis Mazars joined the meeting.

3.1. PM introduced the item.

3.2. The representative from Forvis Mazars talked through the report.

3.3. ET discussed upcoming work and the 2026-27 internal audit timetable.

3.4. **Decision:** ET approved the report to go to the Audit and Risk Committee (ARC).

4. Internal Audit Recommendations Tracker

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

4.2. The Corporate Performance and Transparency Manager talked through the tracker.

4.3. **Decision:** ET approved the tracker to go to ARC.

5. Assurance Map

The Corporate Performance Analyst joined the meeting.

5.1. The Corporate Performance and Risk Manager introduced the item and talked through the updates made to the map with regards to ARC related items.

5.2. The Corporate Performance and Risk Manager talked through feedback from the chair of ARC, including developing further detail on health and safety and security.

5.3. ET discussed the current model of the assurance map and how it may develop in the future.

5.4. ET discussed the risks and mitigations laid out on the map and ensuring the appropriate level of balance.

5.5. **Decision:** ET approved the map to go to ARC.

6. Risk Management Policy

6.1. The Corporate Performance and Risk Manager introduced the item and talked through the updates made to the Risk Management Policy. It was noted that the risk appetite matrix is due to be reviewed in November.

6.2. ET discussed the updates to the policy.

6.3. It was noted that the policy will need updating following implementation of the new operating model.

6.4. **Decision:** ET approved the policy to go to ARC.

7. Corporate and Directorate Risk Registers

7.1. The Corporate Performance and Risk Manager introduced the items and talked through the Q1 updates to the risk registers.

7.2. ET discussed the risk registers.

7.3. **Decision:** ET approved the risk registers to go to ARC.

The Corporate Performance and Risk Manager, the Corporate Risk Analyst and the Head of Private Office left the meeting.

8. August Management Accounts

SW, CC and the Finance Business Partner joined the meeting.

8.1. CC introduced the item and talked through the management accounts, which demonstrate an overspend.

8.2. CC talked through the actions being undertaken to address the overspend.

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

9. Procurement Update

DA joined the meeting.

9.1. DA introduced the item, talking through the new procurement regulations and a consultation from Cabinet Office about further changes to the regulations.

9.2. ET discussed the Social Value Model published by Cabinet Office with regards to procurement.

9.3. **Decision:** ET approved the update to go to ARC.

DA left the meeting.

10. Annual Safeguarding Review

AP joined the meeting.

10.1. AP introduced the item and talked through the report.

10.2. ET discussed the provision of safeguarding training within the organisation. AP confirmed that all new starters receive training as part of their induction.

10.3. **Decision:** ET approved the report to go to ARC.

AP left the meeting.

11. Health and Safety Exceptions Report

11.1. GMR introduced the item and talked through the report.

11.2. ET discussed the report.

11.3. ET discussed the ongoing the issues with the lifts in Q1 and the mitigations being put into place.

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

12. AOB

Operating Model

12.1. ET discussed the timeline for announcing the new operating model to the organisation.

12.2. **Decision:** ET agreed to announce the new operating model at the 02 October Catch Up with Exec Team.

12.3. **Decision:** ET agreed that the changes to the operating model would be effective from 20 October 2025.

MERLIN Records

12.4. LF gave a brief verbal update on the MERLIN records transfer, which is currently underway.

There being no further business, the meeting closed at 13:15.