

The National Archives' Executive Team Meeting Public Minutes

Date of Meeting: Thursday 07 August 2025 at 09:30

Location: Swan Room & Video Conference (VC)

THE	
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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:

Corporate Performance and Risk Manager (via VC) (for item 5)

Finance Business Partner (for item 4)

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

Lindsay McCombie (LM) – Service Access Owner (MOD Access) (for item 4)

Governance Coordinator (minutes)

Corporate Performance Analyst (for item 5)

Juergen Vervoort (JV) – Head of Collection Care (via VC) (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. The Executive Team (ET) reviewed the minutes of the 17 Jul and 27 Jul ET meetings, which were agreed as a correct record.

2.2. ET reviewed and updated the actions log.

3. Corporate Responsibilities regarding Environmental and Sustainability Updates

JV joined the meeting.

3.1. GMR introduced the item.

3.2. JV updated ET on the recruitment process for a Senior Sustainability Manager. The postholder is due to start this month (August 2025).

3.3. ET discussed sustainability and carbon impact reporting with regards to procurement, and how that information is currently shared within the organisation. JS noted there were concerns that the information on carbon impact that has been collated by the organisation

through procurement procedures is not currently being surfaced in reports created by the current contract holders, highlighting figures for The Stationery Office as an example.

- 3.4. JV confirmed that the Senior Sustainability Manager having ownership of the data the organisation is creating and collating should improve communication between departments in terms of reporting and provide a deeper understanding of the data and how to improve and work longer-term on a strategic direction going forward. It was noted that this data could be made trackable through the Corporate Performance Dashboard going forward.
- 3.5. ET discussed governance structure and ownership of sustainability at directorate level, as well as what might sit in a future sustainability strategy for the organisation.
- 3.6. GMR briefly outlined ongoing work on the estate, e.g. updating signage in both public and staff areas, as well as work being done to the pages on the staff intranet.
- 3.7. LF suggested that all Board members should take part in carbon literacy training. AM confirmed that making this training available is being actively discussed and may also form part of the induction process for new staff.
- 3.8. **Decision:** ET endorsed a Board training day on carbon literacy.
- 3.9. **Decision:** ET endorsed the recommendations set out in the paper.

JV left the meeting.

4. MOD FOI – Financial Projections and Contract Extensions

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

- 4.1. PM introduced the paper.
- 4.2. The paper was taken as read.
- 4.3. ET discussed the financial projections outlined in the paper.
- 4.4. ET discussed extending the contracts outlined in the paper. AM noted that for any Limited Period Appointments extended over two years that commissioner approval will need to be sought and that robust processes, and collaboration with the trade unions, will be required when considering the selection criteria for which posts to extend and which to end.
- 4.5. **Decision:** ET agreed to a 3-month extension for the outlined contracts, with any further extension requests to come back to ET.

LM and the Finance Business Partner left the meeting.

5. Q1 Forecast and June Management Accounts

- 5.1. CC introduced the item and talked through the forecast and management accounts.

- 5.2. It was noted that the Q1 forecast currently showed an overspend. CC talked through how the organisation is currently addressing the overspend.
- 5.3. AM noted that some spend from the People, Inclusion and Change directorate was not fully reflected in the forecast.
- 5.4. **Action:** CC to liaise with PIC teams to ensure the spend is reflected in the July forecast.
- 5.5. **Decision:** ET noted the update.

6. Q1 Business Priorities

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

- 6.1. PM introduced the item.
- 6.2. The Corporate Performance manager talked through the paper and the areas of concern highlighted in the paper, as well as a proposed formatting update.
- 6.3. ET discussed the red rated items in the paper and the work currently happening to bring them within appetite. The Corporate Performance and Risk Manager and the Corporate Performance Analyst will liaise with the relevant directors to ensure all outputs are accurate by FPC.
- 6.4. **Decision:** ET agreed to the proposed formatting update.
- 6.5. **Decision:** ET endorsed the business priorities.

CC, the Corporate Performance and Risk Manager and the Corporate Performance Analyst left the meeting.

7. AOB

Settlement Letter

- 7.1. PM provided a brief verbal update on the status of the Spending Review settlement letter.

Business Cases

- 7.2. PM provided a brief verbal update on a DAO letter regarding a review of the Green Book and business cases. PM explained that for business cases over £1m, the business cases must be shared with HMT. A template has been circulated to ET.

Workday Update

- 7.3. PM provided a brief verbal update on the Workday contract negotiations.

7.4. AM noted that staff turnover reports can now be run on Workday and that the data will be able to be used on the directorate performance dashboards.

Cabinet Office Visit

7.5. GMR informed ET that a team from the Cabinet Office will be visiting in October.

8. Noting Items

8.1. ET were provided with the following items for noting:

- (i) ET Forward Agenda
- (ii) Corporate Reporting Schedule
- (iii) External Sharing Policy

There being no further business, the meeting closed at 11:54.

The National Archives' Executive Team Meeting Public Minutes

Date of Meeting: Thursday 21 August 2025 at 09:30

Location: Swan Room & Video Conference (VC)



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

Andrea Metcalf (AM) – Director of People, Inclusion and Change

Peter Mills (PM) – Interim Finance Director

John Sheridan (JS) – Digital Director

Also present:

Victoria Beesley – Corporate Performance and Risk Manager (via VC)

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

Audience Insight Officer

Hannah Lee (HL) – Head of HR and Business Partnering (via VC)

Ellie Quick – Governance Coordinator (Minutes)

Customer Insight and Data Lead

Andrew Schraa – Corporate Information Analyst

1. Apologies and Declarations of Interest

1.1. Apologies were received from Gemma Maclagan Ram, Director of Research and Commercial Development.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The Executive Team (ET) reviewed the minutes of the 07 Aug ET meeting, which were agreed as a correct record subject to minor amendments in sections 4 and 7.

2.2. ET reviewed the action log.

3. People Metrics 2025-26

HL joined the meeting.

3.1. AM introduced the item and talked through the new format for the people metrics.

3.2. ET thanked HL and her team for the hard work done on the paper.

3.3. ET discussed the metrics presented in the update. It was noted that it was particularly helpful to be able to see statistics for various metrics broken down by department, for example turnover and sickness, which could inform further discussions. It was noted that there was work that could be done in areas that need further analysis, such as exit data.

- 3.4. ET discussed presenting the metrics in a simpler fashion on the performance dashboards. SN asked if working from home data could also be included in the metrics going forward. HL agreed it could, but that further work with HODs would need to be done to ensure that data was not being underreported.
- 3.5. ET discussed training and learning currently available to the organisation, including apprenticeships. AM clarified that the apprenticeship levy can only be used for the training element rather than the salary of a role, and that this can be used for existing staff.
- 3.6. **Decision:** ET noted the update.

HL left the meeting.

4. Mi5: Official Secrets Deep Dive

The Customer Insight and Data Lead and the Audience Insight Officer joined the meeting.

- 4.1. EJA introduced the item.
- 4.2. The Customer Insight and Data Lead and the Audience Insight Officer presented the item, talking through visitor numbers, visitor engagement and satisfaction, audience profile and reach and impact. It was noted that the exhibition has the highest visitor numbers ever at the National Archives, and that 90% of visitors surveyed had visited the site specifically to visit the exhibition. The exhibition has seen high dwell time and high levels of engagement.
- 4.3. EJA confirmed that the exhibition has been extended until November, and that agreements for extended loans of exhibition items had been reached with third parties.
- 4.4. **Decision:** ET agreed that the presentation should be presented to the Trustees of the National Archive Trust at their upcoming meeting.
- 4.5. **Decision:** ET noted the update.

The Customer Insight and Data Lead and the Audience Insight Officer left the meeting.

5. July Management Accounts

CC joined the meeting.

- 5.1. CC introduced the item and talked through the management accounts.
- 5.2. The overspend from June has increased. CC explained that the drivers behind the increase are largely income based, due to lower than predicted income from licensing partnerships and Gazette income. It is expected that Gazette income will continue to be lower than predicted.
- 5.3. CC updated ET on ongoing work in the Finance team to identify savings across directorates, as well as with Procurement to look at current contracts and levels of spend.

- 5.4. ET discussed approaching potential interventions, with an agreed focus on discretionary spend.
- 5.5. **Decision:** ET agreed that any decisions would be brought to ET before being discussed at Board or any of its subcommittees.
- 5.6. **Decision:** ET noted the update.

6. Corporate Performance Dashboards

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

- 6.1. PM introduced the item and talked through the current capabilities of the dashboard.
- 6.2. The Corporate Information Analyst demonstrated the updated changes to the dashboard, including the business priorities, and confirmed that sessions would be run over the next month with directors and Heads of Department to refine directorate specific dashboards.
- 6.3. ET discussed what information would be most useful to have on the front page of the dashboard. JS circulated an example website service availability dashboard. LF suggested it would be useful to show physical infrastructure downtime as well as digital.
- 6.4. **Decision:** ET noted the update.

The Corporate Information Analyst left the meeting.

7. Internal Audit Contract

- 7.1. PM introduced the item and talked through the three options outlined in the paper for the future delivery of the organisation's internal audit services, highlighting the preferred option.
- 7.2. **Decision:** ET endorsed the preferred option to extend the current contract with Forvis Mazars by 12 months.

The Corporate Performance and Risk Manager left the meeting.

8. AOB

Honours Nominations

- 8.1. ET briefly discussed the upcoming honours nominations.
- 8.2. **Action:** EJA to discuss potential nominations from the sector with the Archive Sector Leadership team.

People, Inclusion and Change Director Interim Arrangements

8.3. SN updated ET on the arrangements for covering the People, Inclusion and Change Director post after AM's last day on 27 Aug 2025.

8.4. The post will be covered as a job share by the Head of HR and Business Partnering and the Head of Organisational Design, Development and Change until a director is recruited.

There being no further business, the meeting closed at 12:01.