The National Archives' Public Special Executive Team Meeting Minutes
Date of Meeting: Thursday 03 July 2025 at 09:30
Location: Swan Room and Teams

Present:
Gemma Maclagan Ram (GMR) – Director of Research and Commercial Development
Andrea Metcalf (AM) – Director of People, Inclusion and Change, Chair
Peter Mills (PM) – Interim Finance Director
John Sheridan (JS) – Digital Director

Also present:
Asha Bagayat (AB) – Head of Governance (via VC)
Corporate Performance and Risk Manager (via VC)
Claire Collard (CC) – Head of (via VC)
Head of Private Office (via VC)
Corporate Risk Analyst (via VC)
Governance Coordinator (minutes)
Sam Whaley (SW) – Head of Strategy and CEO's Office (via VC)

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from Saul Nassé, Chief Executive and Keeper, Emmajane Avery, Director of Public Engagement and Sector Leadership, and Lucy Fletcher, Director of Public Access and Government Services.

1.2. There were no declarations of interest.

2. Internal Audit Update: Financial Controls (Payroll)

2.1. PM introduced the item.

2.2. ET briefly discussed the ongoing actions with regards to the report. PM assured ET that progress is on track.

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

3. Internal Audit Update: Risk Management

3.1. PM introduced the item and thanked CC, the Corporate Performance and Risk Manager and the Corporate Risk Analyst for their hard work so far.

3.2. ET discussed the report from Forvis Mazars. It was noted there were valid points to be taken on board with regards to risk management, whilst also remaining proportionate to the size of the organisation and the role it plays.

3.3. PM informed ET that a 'Lessons Learned' discussion has been arranged with Forvis Mazars with regards to the result.

3.4. ET discussed their views on the internal audit experience and the feedback mechanisms currently available to them. AB noted that the ARC effectiveness review includes giving feedback on the National Audit Office and the internal auditors.

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

4. Internal Audit Progress Report

4.1. PM introduced the item.

4.2. ET discussed the internal audit progress report, which demonstrated an upswing in assurance level trends. It was also noted there was an upswing in recommendations, some of which are due to duplications of recommendations. PM assured ET that this was being addressed with Forvis Mazars by the Corporate Risk Analyst.

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

There being no further business, the meeting closed at 09:51.

The National Archives' Public Executive Team Meeting Minutes
Date of Meeting: Thursday 09 July 2025 at 14:00
Location: Swan Room and Video Conference (VC)

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 (via VC)

Also present:
Asha Bagayat (AB) – Head of Governance
Victoria Beesley – Corporate Performance and Risk Manager
Jenna Birley – Governance Manager and Advisory Council Secretary (minutes)
Beth Brunton (BB) – Head of Development and Strategy (for item 3)
Head of Events and Exhibitions (for item 3)
Head of Research, Grants and Academic Engagement (for item 4)
Claire Collard (CC) – Head of Financial Performance, Planning and Analysis (for items 8 and 9)
Head of Private Office (via VC)
Head of Research, Culture and Engagement (for item 4)
Hannah Lee (HL) – Head of HR and Business Partnering (for item 6)
Service Access Owner (for item 5)
Lee Oliver (LO) – Head of Visitor Experience (for item 3)
Helen Potter – Head of Information Rights Strategy (for item 5)
Associate, AOC Architecture Ltd. (for item 3, via VC)
Head of MOD Access Service (for item 5)
Sam Whaley (SW) – Head of Strategy and CEO's Office
Service Transformation Manager (for item 5)

1. Apologies and Declarations of Interest

1.1. There were no apologies.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. Executive Team (ET) suggested amendments to the wording under item 3, but otherwise agreed the minutes of the meeting held on 9 July were an accurate record.

2.2. ET reviewed the Action Log. Items 10 and 11 were to be marked completed and closed. Item 4 would be discussed under Any Other Business and could be closed. Items 6 and 9 could be combined and reflected in any further actions arising from this meeting.

3. Exhibition Gallery Proposals

3.1. EJA introduced the Associate from AOC Architecture Ltd who presented options for the display.

3.2. ET noted the information provided concerning conservation of the record and associated capital costs but asked for more detail around other associated costs.

3.3. **Action:** EJA to add a member of the finance team to the project steering group.

Those present for item 3 only left the meeting.

4. The National Archives' PhD Supervision

Those present for item 4 only joined the meeting.

4.1. The Head of Research, Grants and Academic Engagement introduced this item which outlined three options to consider in relation to TNA's future provision of PhD studentships.

4.2. ET discussed the proposals and noted the preference for a balance between practise based PhDs and collections based PhDs.

4.3. **Decision:** ET endorsed option 3 as outlined in the paper.

Those present for item 4 only left the meeting.

5. Communications and backlog management of the MOD service

Those present for item 5 only joined the meeting.

5.1. LF introduced the item and asked ET to specifically consider the external communications timeline.

5.2. ET discussed the options for scheduling communications.

5.3. **Decision:** ET agreed to make a public announcement on 3 November 2025, with a view to providing the associated service on 5 January 2026.

5.4. **Action:** LF to model the communications timeline based on these target dates.

5.5. **Action:** LF to share the recommendation and high-level risks with TNA's Board at their September meeting.

5.6. **Action:** SN and LF to discuss the stakeholder engagement outside of the meeting.

Those present for item 5 only left the meeting.

6. Pay Remit Annual Award

The Head of HR and Business Partnering, HL, joined the meeting.

6.1. AM introduced this item which outlined several proposals regarding the allocation of the pay remit for 2025-26.

6.2. AM informed ET that informal conversations would begin with the unions the following week, and the aim was to finalise the allocation in time for payments in August.

6.3. ET discussed the proposal.

6.4. **Decision:** ET endorsed option 3b as outlined in the presentation.

The Head of HR and Business Partnering, HL, left the meeting.

7. Underspend Prioritisation List

CC joined the meeting.

7.1. PM introduced this item which was taken as read.

7.2. ET discussed the prioritisation weighting and wanted to agree a general approach to this.

7.3. ET discussed whether some of these decisions could be taken when the organisation was looking at its 3+9 Forecast.

7.4. **Action:** PM and CC to bring the 3+9 Forecast with accompanying guidelines for prioritisation to the Directors' catch-up on 17 July for further discussion.

8. 2025-26 Business Priorities

8.1. Due to time constraints, this item would be discussed outside of the meeting.

8.2. **Action:** AB to create a review room for this item.

CC left the meeting.

9. AOB & Forward Agenda

Catch-up with Exec Team (CUWET) Agenda

9.1. ET discussed the next CUWET agenda and decided to include updates on the following:
(i) Strategy update
(ii) Inclusivity consultation
(iii) Pay update
(iv) July file release.

There being no further business, the meeting closed at 17:28.

The National Archives' Public Special Executive Team Meeting Minutes
Date of Meeting: Thursday 17 July 2025 at 09:30
Location: Swan Room and Teams

Present:
Saul Nassé, Chief Executive and Keeper, Chair (via VC)
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)
Claire Collard (CC) – Head of Head of Financial Planning, Performance and Analysis
Head of Private Office (via VC)
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. Virement Approval Matrix and Q1 Forecast

2.1. PM introduced the item.

2.2. PM talked through the proposed virement rules, emphasising that the Finance team will continue to evolve them as necessary to fit the organisation's requirements, with a focus on avoiding unnecessary bureaucracy for departments but still enabling oversight.

2.3. With regards to the requirement for the Finance Director and People, Inclusion and Change Director to sign off the creation of additional posts, AB suggested including a neutral third director in the event that the posts are being created in one of those directorates.

2.4. **Decision:** ET agreed that the CEO would be involved in the decision-making process if additional posts are being proposed for the Finance or People, Inclusion and Change directorates.

2.5. ET discussed the matrix and agreed small amendments with CC, including merging cost centres and updating cost centre owners.

2.6. **Action:** CC to update the cost centre groupings list and recirculate to ET.

2.7. CC presented a brief overview of the Q1 forecast.

2.8. ET discussed the current levels of spend in the Q1 forecast and what is driving it, as well as how to approach it in the lead up to the Q2 forecast.

2.9. ET discussed their experience of the reforecasting process and where it was felt that improvements could be made.

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

3. Pay Remit

3.1. AM introduced the item.

3.2. AM updated ET on the pay remit discussions, including feedback from the unions on the proposals and outlining the preferred option for the pay remit increase.

3.3. **Decision:** ET endorsed the preferred option.

There being no further business, the meeting closed at 11:39.

The National Archives' Public Executive Team Meeting Minutes
Date of Meeting: Thursday 24 July 2025 at 11:00
Location: Swan Room

Present:
Saul Nassé (SN) – Chief Executive and Keeper (Chair)
Lucy Fletcher (LF) – Director of Public Access and Government Services
Gemma Maclagan Ram (GMR) – Director of Research, Collections and Development
Andrea Metcalf (AM) – Director of People Inclusion and Change
John Sheridan (JS) – Digital Director

Also present:
Corporate Performance and Risk Manager (for item 5)
Claire Collard (CC) – Head of Financial Planning, Performance and Analysis
Head of Cross-Government Engagement (for item 3)
Head of Internal Communications and Engagement (for item 4)
Head of Private Office
Alex Forbes (AF) – Head of Government Services, Strategy and Engagement (for item 3)
Media Manager (for item 6)
Governance Coordinator (Minutes)
Data Analyst (for item 3)
Corporate Performance Analyst (for item 5)
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies and Declarations of Interest

1.1. Apologies were received from Emmajane Avery (Director of Public Engagement and Sector Leadership) and Peter Mills (Interim Finance Director).

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The Executive Team (ET) reviewed the minutes of the last meeting which, subject to a minor amendment in section 4, were agreed as a correct record.

2.2. ET reviewed the action log. No updates were made.

3. Developing AI Capability – AI Lab Proposal

3.1. LF introduced the item.

3.2. ET discussed their thoughts on the paper and the projects proposed in the paper as initial projects, including the investment, capacity, collaboration and governance that would be required to execute them.

AF, the Head of Cross-Government Engagement and the Data Analyst joined the meeting.

3.3. The Head of Cross-Government Engagement gave a brief overview of the work done so far to help government departments to retain institutional memory pertaining to information management practise and data skills.

3.4. ET discussed how to advance methods and interventions in the organisation that could help government departments in this respect and how the organisation might develop its supervisory role within government.

3.5. **Decision:** ET agreed that more discussions and collaboration across the organisation would be necessary prior to endorsement of the proposal.

3.6. **Action:** LF to continue work on the proposal and return to ET at a later date.

AF, the Head of Cross-Government Engagement and the Data Analyst left the meeting.

4. Pulse Survey Results

The Head of Internal Communications and Engagement joined the meeting.

4.1. AM introduced the item.

4.2. The Head of Internal Communications and Engagement talked through the results of the first Pulse Survey, which was completed by 141 members of staff.

4.3. ET discussed the results of the survey.

4.4. **Decision:** ET agreed the full results would be posted on the staff intranet.

4.5. **Decision:** ET agreed that another Pulse Survey would be run for three weeks in August without any pre-survey interventions.

The Head of Internal Communications and Engagement left the meeting.

5. Performance Dashboard Metrics

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

5.1. CC introduced the item.

5.2. The Corporate Performance Analyst talked through current refinements and targets that have been added to the dashboard after feedback from ET and the non-executive Board members.

5.3. ET discussed adding further overview of People-related metrics. The Corporate Performance Analyst confirmed that the Workday Systems Lead was working on this.

5.4. **Decision:** ET agreed that going forward the dashboard would be presented monthly alongside the management accounts. It was also agreed that the dashboard was now at a point that it could be presented to the Board.

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

6. Media Briefing

The Media Manager joined the meeting.

6.1. The Media Manager introduced the item which covered recent and upcoming media events, including the successful July file release. Following the file release, the organisation received over 2000 mentions in national and international press.

6.2. **Action:** LF and the Media Manager to meet to discuss the Parliamentary Archives communications plan.

6.3. The Media Manager gave a brief overview of plans for VJ Day that had been circulated by DCMS.

CC and the Media Manager left the meeting.

7. AOB

Laidlaw Extension Request

7.1. GMR presented a request from Laidlaw Education to extend into the meeting room adjacent to their current space. It was noted that as an office space in Q2 is being converted back into a bookable meeting room, this will not have an impact on the number of meeting rooms currently available in the building.

7.2. **Decision:** ET agreed to the request.

Collections Emergency Plan

7.3. GMR gave a brief verbal update on the progress of the new Collections Emergency Plan.

7.4. **Decision:** ET agreed that the Collections Emergency Plan would be agreed at an ET meeting prior to being presented to the Audit and Risk Committee.

Pay Award Update

7.5. AM gave a brief verbal update on the progress of the Pay Award and the ongoing discussions with the trade unions.

There being no further business, the meeting closed at 13:00.