The National Archives’ Executive Team Meeting Public Minutes
Date of Meeting: Friday 5 December 2025 at 10:00
Location: The National Archives and Video Conference (VC)

Present:
Saul Nassé (SN) – Chief Executive and Keeper (Chair)
Tobi Adetimilehin (TA) – Finance Director
Emmajane Avery (EJA) – Chief Curator (via VC)
Lucy Fletcher (LF) – Deputy Chief Executive
Hannah Lee (HL) – Interim Head of People, Inclusion and Change
Gemma Maclagan Ram (GMR) – Chief Operating Officer
John Sheridan (JS) – Chief Digital and Information Officer

Also present:
Finance Business Partner
Head of Diversity, Equity and Inclusion (DEI) (via VC)
Corporate Performance and Risk Manager
Board Secretary (Minutes)
Head of Audiences and Collection Care
Head of Private Office
Interim Head of Financial Planning, Performance and Analysis
DEI and Engagement Co-Ordinator (via VC)
Sam Whaley (SW) – Head of Strategy and CEO’s Office

1. Apologies and Declarations of Interest

1.1. Apologies for absence had been received from PM.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The minutes of the meeting held on 18 November 2025 were agreed as a true and accurate record, subject to some minor amendments.

2.2. ET reviewed and updated the action log.

3. Loans Committee

The Head of Audiences and Collection Care joined the meeting.

3.1. GMR introduced the item.

3.2. ET discussed the detail of the proposed committee and queried where in the process the Chief Executive signs loan agreements. GMR and the Head of Audiences and Collection Care would formalise this process in due course.

3.3. ET discussed the formation of the proposed committee and how those unable to attend the committee meetings could provide their advice in advance for consideration. The Head of Collection Care agreed to make this process more explicit in the Terms of Reference.

3.4. ET suggested adding processes for escalation, references where appropriate to interested stakeholders and references legislation that applies beyond the Public Records Act to the Terms of Reference.

3.5. ET endorsed the proposals generally, noting some additional work on the Terms of Reference and processes involved to be finalised.

The Head of Audiences and Collection Care left the meeting.

4. Risk Management Training

The Corporate Performance and Risk Manager joined the meeting.

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

4.2. ET discussed the proposals, who should complete the training in the organisation at what level of detail, and at what frequency in the mandatory training schedule.

4.3. ET asked the Corporate Performance and Risk Manager to consider creating an in-house version of the risk management training to complement any external training provided.

4.4. ET asked the Corporate Performance and Risk Manager to consider how to engage The National Archives' Board with the risk management training.

4.5. ET endorsed the recommendations as presented.

5. Budget Update

The Interim Head of Financial Planning, Performance and Analysis the Finance Business Partner joined the meeting.

5.1. The Interim Head of Financial Planning, Performance and Analysis introduced the item.

5.2. ET discussed the available time to review bids and savings and agreed that a dedicated session for this purpose would be preferred.

5.3. **Action:** The Governance Team to confirm the date held in the diaries for this purpose.

5.4. ET noted the update.

The Interim Head of Financial Planning, Performance and Analysis the Finance Business Partner left the meeting.

6. Inclusion Plans

The Head of Diversity, Equity and Inclusion and the DEI and Engagement Co-ordinator joined the meeting.

6.1. HL introduced the item which asked ET endorse the Inclusion at The National Archives Plan 2025-27.

6.2. ET discussed practical ways of modelling inclusive behaviour and suggested that individual members would be willing and able to attend Network Meetings by invitation.

6.3. ET also discussed a reverse mentoring scheme which the Head of Diversity, Equality and Inclusion would investigate further outside of the meeting.

6.4. ET asked for additional information to be provided concerning specific feedback from staff about inclusion in order to inform next steps.

The Head of Diversity, Equity and Inclusion and the DEI and Engagement Co-ordinator left the meeting.

7. AOB

7.1. LF provided an update following the announcement of the changes to the Fees Order.

7.2. ET discussed the budget and balancing of Resource Departmental Expenditure Limits and Capital Departmental Expenditure Limits. It was agreed to have this conversation in the Director's catch-up on 11 December.

7.3. HL asked ET to encourage hiring managers in their teams to use the updated form for the recruitment process.

7.4. EJA reminded ET of the organisation of the Christmas gathering for staff on 10 December.

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

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THE NATIONAL ARCHIVES

Present:
Tobi Adetimilehin (TA) – Finance Director
Emmajane Avery (EJA) – Chief Curator (via VC)
Lucy Fletcher (LF) – Deputy Chief Executive
Gemma Maclagan Ram (GMR) – Chief Operating Officer (Chair)
John Sheridan (JS) – Chief Digital and Information Officer

Also present:
Finance Business Partner
Corporate Performance and Risk Manager
Finance Business Partner
Exhibition & Interpretation Manager
Graham Hancock (GH) – Interim Head of Financial Planning, Performance and Analysis
Helen Potter (HP) – Head of Information Rights Strategy
Governance Coordinator (Minutes)
Corporate Performance Analyst
Data Protection Officer

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from Saul Nassé (SN), Chief Executive and Keeper, and Hannah Lee (HL) and Lucy Windmill (LW), Interim Directors of People, Inclusion and Change.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The minutes of the meeting held on 05 December 2025 were reviewed and agreed as a correct record with minor amendments.

2.2. The Executive Team (ET) reviewed the action log. There were no updates.

3. November Management Accounts and Financial Forecast Update

GH and the Finance Business Partners joined the meeting.

3.1. TA introduced the item.

3.2. GH talked through the November management accounts. It was noted that there is an increased underspend in the forecast.

3.3. ET discussed the management accounts.

3.4. ET discussed the financial forecast.

3.5. **Decision:** ET agreed to seek to increase the request to HMT to switch RDEL to CDEL a further £100k. ET agreed not to increase the request any further above that.

3.6. **Decision:** ET agreed to reallocate underspent funds to Estates and Archive Sector Leadership.

4. Budget Update

4.1. GH talked through the updates made since the last meeting.

4.2. ET discussed the update. It was noted that a dedicated session to discuss the budget further has been held in diaries for 14 January 2026.

4.3. LF highlighted the need to consider statutory obligations or legal requirements that don't sit alongside the strategic priorities. ET agreed this should be a separate criterion for consideration.

4.4. **Decision:** ET agreed that budget discussions would go to FPC in January as a verbal update.

GH and the Finance Business Partners left the meeting.

5. Corporate Performance Dashboard

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

5.1. The Corporate Performance Analyst introduced the item and talked through the updates made to the dashboard.

5.2. ET discussed the metrics currently presented on the dashboard.

5.3. **Decision:** it was agreed MI5: Official Secrets data would be removed following the close of the exhibition, Parliamentary Archives (PA) transfer data would be replaced with PA records released on Discovery and that last year's FOI data would be added alongside this year's as a point of comparison.

5.4. **Action:** GMR and the Corporate Performance and Risk Manager to discuss methods of tracking sustainability measurements.

5.5. **Decision:** ET agreed to review the dashboard again in January to discuss the implemented changes and consider the frequency with which it is presented at meetings.

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

6. Love Letters Risk Assessment

HP, the Exhibition and Interpretation Manager and the Data Protection Officer joined the meeting.

6.1. EJA introduced the item, which asked ET to consider the GDPR risks of displaying a page from a DPP file from the collection in the upcoming Love Letters exhibition.

6.2. The Exhibition and Interpretation Manager talked through the paper and gave some background to the exhibition and the document in question.

6.3. ET discussed options that would potentially enable the document to be displayed, including displaying a redacted facsimile, and whether these would be considered feasible with regards to information rights.

6.4. ET discussed information rights with regards to the document and as part of the organisation’s responsibilities and legal duties. LF confirmed that displaying the document would be viewed as the organisation processing the information contained within it. LF also confirmed that the Reclosure Panel was considering the document.

6.5. **Decision:** ET formed the opinion that the document was unlikely to be able to be displayed, but that LF would discuss this further with SN prior to a final decision being made.

HP, the Exhibition and Interpretation Manager and the Data Protection Officer left the meeting.

7. Media Briefing

The Media Manager joined the meeting.

7.1. The Media Manager briefed ET on past and upcoming media events.

7.2. The Media Manager gave an update on the New Year file release press events. It was the Media Manager’s recommendation that the onsite event continue to take place alongside the launch of the online press site.

The Media Manager left the meeting.

8. Renewing our Technology

8.1. JS introduced the item and talked through the paper, which was commissioned by the Finance and Performance Committee (FPC) and outlines the organisation’s plan to renew legacy technology. Feedback from the rest of ET was invited.

8.2. ET discussed ways in which the paper could be refined and shortened for presentation at the next FPC meeting, as well how discovery work that has already been done by the IT department following the department’s move into the Digital directorate could be included.

8.3. ET discussed budgeting for the work and ensuring that it was aligned with business-as-usual operations.

8.4. **Decision:** ET endorsed the paper to go to FPC.

9. AOB

Department of Culture, Communications and Sport – Ireland

9.1. GMR updated ET on a funding bid to the Department of Culture, Communications and Sport being put together between TNA and the National Archives of Ireland.

There being no further business, the meeting closed at 13:20.