The National Archives' Executive Team Meeting Minutes
Date of Meeting: Friday 13 February 2025 at 10:00
Location: The National Archives, Kew & Video Conference (VC)

Present:
Saul Nassé (SN) – Chief Executive and Keeper (Chair)
Emmajane Avery (EJA) – Chief Curator
Lucy Fletcher (LF) – Deputy Chief Executive
Gemma Maclagan Ram (GMR) – Chief Operating Officer
John Sheridan (JS) – Chief Digital and Information Officer

Also present:
Finance Business Partner
Finance Business Partner
Corporate Performance and Risk Manager
Jenny Bunn (JB) – Head of Cataloguing, Taxonomy and Data
Head of Private Office
Graham Hancock (GH) – Interim Head of Finance, Performance and Analysis
Lindsay McCombie (LM) – Service Access Owner (MOD Access)
Governance Coordinator (Minutes)
Corporate Performance and Risk Analyst
Head of Strategic Insight
Sam Whaley (SW) – Head of Strategy and CEO's Office (VC)

1. Apologies & Declarations of Interest

1.1. Apologies for absence were received from Tobi Adetimilehin, Director of Finance, and Claire Wightman, Director of People, Inclusion and Change.

1.2. There were no declarations of interest.

2. Minutes & Action Log

2.1. The minutes of the previous meeting were approved with no amendments.

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

3. Corporate Risk Register

GH, the Corporate Performance and Risk Manager and the Corporate Risk Analyst joined the meeting.

3.1. The Corporate Performance and Risk Manager introduced the item, which was taken as read.

3.2. ET discussed the format of the risk register.

3.3. **Decision:** Decision: It was agreed that the additional columns after "residual risk remains within appetite" would be considered in more detail by the COO, PIC, CDIO and Finance Directors. The Corporate Performance and Risk Manager agreed to discuss with TA and then with the Chair of ARC ahead of the March ARC meeting.

3.4. ET discussed finding a relative way of handling impact scores.

3.5. **Decision:** ET endorsed the proposals set out in the paper.

4. Budget 2026-27 Approval

The Finance Business Partners joined the meeting.

4.1. GH gave a brief verbal update on the January management accounts and noted some small underspends which were being monitored.

4.2. GH presented the final draft of the budget and noted the remaining RDEL funding gap.

4.3. ET discussed the budget.

4.4. **Decision:** The RDEL funding gap will be reduced from each directorate's budget in proportion to the overall non-staff budget.

4.5. **Decision:** ET approved the budget and endorsed it to go to the Board.

The Finance Business Partners left the meeting.

5. Valuing Non-Financial Outputs

The Head of Strategic Insight joined the meeting.

5.1. The Head of Strategic Insight introduced the item and talked through the paper, which set out three potential approaches to valuing the organisation's non-financial outputs and linking them to its inputs, including developing a Theory of Change (ToC) document as part of a larger evaluation framework.

5.2. The Head of Strategic Insight gave some background to the work, including conversations and workshops that had taken place with DCMS' Culture and Heritage Capital Unit.

5.3. ET discussed the importance of any ToC work being driven by the organisation in-house, ensuring that all of the work is relevant to its needs. It was noted that the work would be valuable for any future reviews or evaluations of the organisation by government.

5.4. ET discussed the benefits to the organisation through doing this work, as well as how the work would sit alongside work already being done to designing the Archive Sector Vision and evaluating its impact.

5.5. **Decision:** ET endorsed the paper to go to FPC for further discussion.

6. Catalogue Backlog

JB joined the meeting.

6.1. JB talked through the ongoing work on the historic cataloguing backlog, including a brief presentation, and options for progress and future funding.

6.2. ET discussed resourcing the project and potential fundraising opportunities to accelerate completion of the work.

6.3. **Action:** GMR to discuss potential fundraising opportunities further with colleagues.

JB left the meeting.

7. MOD FOI Verbal Update

LM joined the meeting.

7.1. LF gave a brief verbal update on the new Request a Military Service Record (RAMSR) service, which has proven successful.

7.2. LM talked ET through the new RAMSR dashboard, which tracks ongoing casework.

7.3. ET discussed user and staff experience of the service so far, and where training opportunities have been identified for staff.

7.4. LM noted that requests for service records are down 59% from February 2025.

7.5. ET discussed the backlog. LM informed ET that it is hoped that the backlog will be cleared by July 2026.

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

LM left the meeting.

8. AOB

8.1. There was no further business.

There being no further business, the meeting closed at 12:47.

The National Archives' Executive Team Meeting Public Minutes
Date of Meeting: Wednesday 25 February 2025 at 10:00
Location: The National Archives, Kew & Video Conference

Present:
Saul Nassé (SN) – Chief Executive and Keeper (Chair)
Tobi Adetimilehin (TA) – Finance Director
Emmajane Avery (EJA) – Chief Curator
Gemma Maclagan Ram (GMR) – Chief Operating Officer
John Sheridan (JS) – Chief Digital and Information Officer
Claire Wightman (CW) – Director of People, Inclusion & Change

Also present:
Finance Business Partner
Jenna Birley – Secretary to the Board, Advisory Council Secretary (Minutes)
Corporate Performance and Risk Manager
Finance Business Partner
Steve Burgess (SB) – Head of Events and Exhibitions
Head of Private Office
Graham Hancock (GH) – Interim Head of Finance, Performance and Analysis
Media Manager
Lee Oliver (LO) – Head of Visitor Experience
IT Infrastructure Services Lead
Head of Public Services and Operations
Senior IT Infrastructure Engineer
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies & Declarations of Interest

1.1. Apologies for absence had been received from Lucy Fletcher, Deputy Chief Executive.

1.2. There were no declarations of interest.

2. Minutes & Action Log

2.1. The minutes of the previous meeting were approved subject to an amendment to paragraph 3.3.

2.2. ET discussed the action log. Item 4 would be put on the agenda for the next Directors' catch-up on 5 March. Items 6 and 7 could be marked as completed and removed.

3. Media Briefing

The Media Manger joined the meeting.

3.1. The Media Manager provided an overview of recent queries and engagements, and informed ET about upcoming events.

3.2. ET discussed engagement with government departments concerning legislative changes and the potential impact on the Freedom of Information Act 2000.

3.3. **Action:** Chief Executive's Office to discuss engagement with the Information Rights and Government Access teams.

4. USA 250 Audience Feedback, Risks and Mitigations

SB and the Corporate Performance and Risk Manager joined the meeting.

4.1. SB presented a walkthrough of the planned USA 250 exhibition space.

4.2. ET discussed the draft risk register.

4.3. ET discussed the need to assess staffing requirements further.

4.4. **Action:** EJA and GMR to discuss staffing for the exhibition.

4.5. **Action:** SB to incorporate reassessment of headline categories on the draft risk register and readjust ratings accordingly.

4.6. **Action:** SW to ensure the sponsoring department has been briefed on the exhibition.

SB and the Corporate Performance and Risk Manager left the meeting.

5. Volunteer Handbook/Policy

The Head of Public Services and Operations joined the meeting.

5.1. The Head of Public Services and Operations introduced the item and highlighted the key changes made to the volunteer handbook.

5.2. The Head of Strategic Insight gave some background to the work, including conversations and workshops that had taken place with DCMS' Culture and Heritage Capital Unit.

5.3. ET suggested two minor amendments to the text; to substitute 'environment' for 'workplace' and to amend the references to the 'strategy' that was not The National Archives' corporate strategy.

5.4. **Action:** The Head of Public Services and Operations to provide SN with the draft forward for editing and approval.

5.5. **Decision:** ET endorsed the approach to volunteering as detailed in the handbook.

The Head of Public Services and Operations left the meeting.

6. North East Project

6.1. SW introduced this item and had provided a draft Board paper for ET's comments ahead of the next Board meeting.

6.2. TA requested further detail on the financial arrangements for the project.

6.3. **Action:** SW to brief TA on the North East project.

6.4. GMR requested that the paper be shared with the Senior Leadership Team (SLT) after the Board meeting.

6.5. **Action:** SW to share the project update with SLT after the Board meeting.

6.6. **Decision:** ET endorsed the paper in advance of its presentation to the Board.

7. Network Switch Replacement and Associated Downtime

LO, the Senior IT Infrastructure Engineer and the IT Infrastructure Services Lead joined the meeting.

7.1. JS provided an overview of this item which asked ET for guidance on when the network switch replacement work should take place, and for any views on communicating this decision to teams and to the public.

7.2. ET discussed the scheduling options for conducting the work.

7.3. **Decision:** ET agreed that the network switch replacement work should be conducted over the Easter bank holiday.

7.4. **Action:** EJA, GMR and JS to relay closure information to the relevant teams in their directorates and co-ordinate external communications.

LO, the Senior IT Infrastructure Engineer and the IT Infrastructure Services Lead left the meeting.

8. Quarterly People Metrics

8.1. CW introduced this report which was taken as read.

9. January Management Accounts

GH and the Finance Business Partners joined the meeting.

9.1. GH introduced the January Management Accounts which were then discussed by ET.

9.2. ET recommended a minor adjustment in the language used in the pack, but otherwise noted the Management Accounts.

GH and the Finance Business Partners left the meeting.

10. AOB

10.1. ET discussed the upcoming Board meeting agenda. It was agreed that GMR would address the action relating to the Trust in Matters Arising or the Chief Executive's update items.

10.2. ET were asked to note their prior agreement to the method for submitting late papers for meetings.

There being no further business, the meeting closed at 13:05.