

CANDIDATE PACK FOR DIRECTOR OF PEOPLE, INCLUSION AND CHANGE



THE NATIONAL ARCHIVES

The National Archives is home to 1,000 years of our nation's histories, from Domesday to Downing Street tweets, our vast collection of archival treasures is as varied as it is inspiring.

Our mission is to collect and preserve the public record, to connect citizens with their history through unrivalled collections and to partner with archives everywhere. In 2038 we will celebrate the bicentenary of the founding of the Public Record Office, and our 2038 vision is for The National Archives to be the living digital archive of the state.

Over the past year, we have completed a review of our strategy and as part of the Government's spending review we have a funding settlement that will enable us to move forward with our ambitious plans for the future.

With a highly motivated and engaged staff of around 650 based in a beautiful setting in Kew, The National Archives is a surprising and inspirational mixture of talents, from our world-leading experts in history, digital technology, and conservation to our impressive operational teams delivering public services and providing leadership for the archive sector.

Together, our journey of change and development is now well underway to ensure we are positioned to deliver the strategy while addressing new and different demands in a fast-moving age.

FIND OUT MORE

To find out more please visit [Our role - The National Archives](#)



ROLE DESCRIPTION

Department	People, Inclusion and Change
Reports to	Chief Executive Officer and Keeper
Line manages	Head of HR & Business Partnering; Head of Organisational Design, Development, and Change; Head of Diversity, Equity and Inclusion; Head of Internal Communications and Engagement.

As the Director of People, Inclusion and Change you will operate as the Chief Executive's expert advisor for transformation and act as a potent force for change.

A brilliant leader, with a sharp intellect, emotional intelligence and the ability to inspire and energise, you will understand how to foster an inclusive culture, while challenging the status quo. Strongly solutions-focused, you will help ensure that every choice we make pushes us on to realising our vision of becoming the living digital archive of the state.

As part of the Executive Team and Board, the role holder will be accountable for leading The National Archives effectively as an ambitious, visionary and dynamic organisation in a rapidly changing environment and challenging economic circumstances.

The role holder will also be an active member of the wider Senior Civil Service, working with colleagues across government.

ROLE AND RESPONSIBILITIES

LEADERSHIP

- Grow skills and talent within The National Archives, giving direction and leadership to nurture and encourage an inclusive and performance-oriented culture.
- Maintain effective working relationships with the Executive Directors to ensure teams, activities and resources are co-ordinated effectively and focused on delivery of corporate transformation programmes and organisational change.
- With the CEO and Executive Directors, continuously drive culture change throughout the organisation and amongst key service partners.

STRATEGIC HR AND OD

- Actively lead, as part of the executive team and board, all aspects of the organisation's people strategy and culture, leveraging subject matter expertise for strategic organisational design and development interventions and being an exemplar for transformational change.
- Lead, inspire, develop and energise the People, Inclusion and Change function, so that resources and effort are directed to building the organisational culture and workforce needed to deliver the inclusive, entrepreneurial and disruptive archive.
- Engage and connect with leaders across the organisation to develop and communicate a clear vision for a people plan that invigorates and supports the delivery of the organisational strategy, working collaboratively to put that into practical plans, actions and outcomes.
- Lead work to review and reform core strategies, policies and services, including pay and benefits and performance management, ensuring they meet the needs of individuals and the organisation.
- With fellow Directors, lead a programme that will change the way we work, so that we embrace opportunities to innovate for cultural, technical and institutional reform.
- Work with the Finance Director to ensure that information systems and data are accurate and provide timely insight to support business performance.
- Sponsor and promote the development of inclusive, inspirational leadership and management, taking a dynamic approach to succession planning and talent management.

INCLUSIVE PRACTICES

- Lead our work to drive the changes needed for us to become the Inclusive Archive for our people, our audiences and our collection, with diversity and inclusion integral to our culture so that in all that we do, we better reflect and represent the society we serve.
- Lead the Executive Team's work to champion equality, diversity and inclusion, putting these right at the heart of all executive team discussions and decision-making.
- Develop and amplify our employer brand; leading innovation to design truly inclusive processes and interventions that attract and recruit the very best people and appreciate their talent through all stages of their career.
- Lead a refresh of our values so that they are relevant and meaningful for where we are now and where we want to be.
- Build constructive progressive relationships with Trade Union colleagues and our staff networks and forums, providing active and appropriate leadership and support.

While a combination of onsite and home working is available, you should be able to regularly travel to our Kew site. Colleagues are required to spend 60% of their time working face to face predominantly onsite.



PERSON SPECIFICATION

Please respond to **Part One** in your formal application. Parts Two and Three will be explored at interview stage with selected candidates.

PART ONE

KNOWLEDGE AND EXPERIENCE

- Evidence of leading and delivering significant transformational and culture change in a complex organisation (experience gained in a variety of sectors is desirable although not strictly essential).
- Strong track record of developing and delivering successful inclusive people strategies (experience of working successfully in a unionised setting, and of working progressively with staff networks and forums, is desirable although not strictly essential).
- CIPD qualified (or equivalent experience): you will have a track record of successfully leading high performing People functions along with deep knowledge and experience across a full spectrum of professional HR specialisms.
- Experience of providing Board-Level advice and thought leadership and of making an impactful corporate contribution.
- Clear record and reputation as an inclusive, inspiring and decisive leader, with drive and energy as an agent for change.

PART TWO

SKILLS AND ABILITIES

- Ability to empathise and engage at all levels, internally and externally with key stakeholders.
- Highly effective communication and interpersonal skills with the ability to persuade and influence.
- Effective problem-solving skills with the ability to find solutions in a constrained environment.
- Personally flexible and adaptable; positive in outlook with ability to adjust pace and approach according to audience, culture or setting.
- Ability to use emotional intelligence to build connection and win loyalty from others.

PART THREE

LEADERSHIP STYLE AND BEHAVIOURS

- Change oriented.
- Approachable leadership style.
- Trusted to handle confidential information.
- Demonstrates personal credibility and presence and garners respect quickly.
- Natural collaborator and alliance-builder, willing to question the status quo to explore new options.

TERMS OF APPOINTMENT

SALARY

The role is offered at SCS Pay Band 1 level with a salary of up to £100,000. This role is offered on a permanent, full time basis.

LOCATION

The National Archives is located at 9 Ruskin Avenue, Richmond TW9 4DU.

This is a significant leadership role requiring a visible, present leader. While a combination of onsite and home working is available, you should be able to regularly travel to our iconic Kew site.

Colleagues are required to spend 60% of their time working face to face predominantly onsite, in line with the wider Civil Service.

BENEFITS

Generous benefits package, including pension, sports and social club facilities, onsite gym, discounted rates at our on-site cafe and opportunities for training and development.

PENSION

Alongside your salary, The National Archives contributes £28,970 towards you being a member of the Civil Service Defined Benefit Pension scheme. [Find out what benefits a Civil Service Pension provides.](#)

WORKING FOR THE CIVIL SERVICE

The [Civil Service Code](#) sets out the standards of behaviour expected of civil servants.

We recruit by merit on the basis of fair and open competition, as outlined in the Civil Service Commission's [recruitment principles](#).



HOW TO APPLY FOR THE ROLE

We hope you will consider making an application to join us as Director of People, Inclusion and Change. To make a formal application for this appointment, please go to <https://starfishsearch.com/jobs/tna-dir-people-inc-change/> and click on the apply now button, with the following prepared:

- Your CV.
- A short covering letter outlining your motivation for joining The National Archives and setting out your experience against the Knowledge and Experience criteria given in the Person Specification.
- The names, addresses and contact details of two referees who we can contact with your permission at shortlist stage.

Please tell us if there are any dates during the selection process (outlined below) when you would not be available to participate.

The Civil Service embraces diversity and promotes equal opportunities. As such, we run a Disability Confident Scheme (DCS) for candidates with disabilities who meet the minimum selection criteria. Applicants who wish to apply for consideration under this scheme should include a guaranteed interview scheme form as part of their application.

We would also be grateful if you would complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

The closing date is 23:59, Monday 15th September 2025.

SELECTION TIMETABLE

Closing date	23:59, Monday 15th September 2025
First stage discussions	24th, 25th and 26th September 2025
Agreement of the shortlist	By 1st October 2025
Informal conversations with Stakeholders	First week October (short notice)
Psychometric testing for shortlisted candidates	First week October (short notice)
Final interviews	Likely to be 7th or 8th October 2025

The selection panel for this appointment will include:

- Saul Nassé, CEO and Keeper of The National Archives
- Sonia Cargan, Non-executive Director, The National Archives
- Professor Andrew Wathey, Chair of The National Archives Board