The National Archives' Executive Team Meeting Minutes
Date of Meeting: Thursday 15 January 2026 at 10:00
Location: The National Archives, Kew & Video Conference (VC)

Present:
Saul Nassé (SN) – Chief Executive Officer and Keeper (Chair)
Tobi Adetimilehin (TA) – Finance Director
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
Claire Wightman (CW) – Director of People, Inclusion and Change

Also present:
Claire Allison (CA) – Head of Legislation Services
Head of Internal Communications and Engagement
Head of Private Office
Graham Hancock (GH) – Interim Head of Financial Planning, Performance and Analysis
Media Manager
Governance Coordinator (Minutes)
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.

1.3. SN welcomed CW to her first Executive Team (ET) meeting.

2. Minutes and Action Log

2.1. The minutes of the 18 December 2025 meeting were reviewed and agreed as a correct record with minor wording amendments to items 3 and 4.

2.2. ET reviewed and updated the action log.

3. Media Briefing

The Media Manager joined the meeting.

3.1. ET received the media briefing which covered past and upcoming filming, an overview of attendees for the Love Letters press event and updates from the New Year file release press event.

3.2. The Media Manager confirmed that there will be no mid-year file releases going forward. It was also noted that the in-person press event would continue alongside the provision of the online press site.

3.3. ET discussed how technology could be used to support the New Year file release.

3.4. **Action:** EJA to discuss further with the Media Manager to establish what would be most useful in terms of support.

The Media Manager left the meeting.

4. Legislation and Lawmaker Procurement

CA joined the meeting.

4.1. JS introduced the item and talked through the paper, which set out TNA's statutory obligations with regards to publishing legislation, and proposed adjustments to the delivery model following legislative change.

4.2. ET discussed the risks and mitigations in place with regards to the adjustments.

4.3. ET discussed the legal deposit requirements for legislation publishing.

4.4. **Decision:** ET endorsed the proposal to adjust the procurement strategies for Lawmaker and for legislation publishing.

4.5. **Decision:** ET endorsed the proposal to revise the delivery model for legislation publishing.

4.6. **Decision:** ET endorsed the proposed change to the delivery model for the legislation publishing concessionary contract.

CA left the meeting.

5. Civil Service Staff Survey Results

The Head of Internal Communications and Engagement joined the meeting.

5.1. CW introduced the item.

5.2. The Head of Internal Communications and Engagement talked through the paper and the results, highlighting that the level of engagement is approximately the same as last year, with broadly consistent results.

5.3. ET discussed the results from the survey.

5.4. CW noted that the Civil Service is moving to a new employee insight model, with an emphasis on real-time information, meaning the format of the survey may change in the future.

5.5. ET discussed how the new insight model may affect survey fatigue within the organisation. SN suggested that the current approach to the quarterly pulse surveys may need to be reconsidered.

5.6. ET discussed presenting the results on Narnia. The Head of Internal Communications and Engagement confirmed that results will be published at organisational and directorate levels.

The Head of Internal Communications and Engagement left the meeting.

6. Finance Update

GH joined the meeting.

6.1. GH gave a brief verbal update on the 2026-27 budget planning. ET agreed to hold a further discussion for CDEL bids for unallocated budget at the next meeting.

6.2. GH gave a brief verbal update on the organisation's current in-year financial position.

6.3. GH confirmed that there is currently an RDEL underspend and a CDEL underspend. GH also confirmed that the RDEL/CDEL switch and previously agreed reallocations were factored into these figures.

6.4. **Decision:** ET agreed that all of the underspent funds should be reallocated.

6.5. **Action:** ET to review previous underspend levers and liaise with the Finance team to empower adaptive conversations with budget holders.

GH left the meeting.

7. AOB

Request a Military Service Record

7.1. LF reminded ET that a link to the test site for the Request a Military Service Record service had been sent out by the MoD Service Access Owner.

There being no further business, the meeting closed at 12:48.

The National Archives Executive Team Meeting Public Minutes
Date of Meeting: Tuesday 27 January 2026 at 09:30
Location: The National Archives, Kew & Video Conference (VC)

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

Also present:
Finance Business Partner
Finance Business Partner
Corporate Performance and Risk Manager (via VC)
Graham Hancock (GH) – Interim Head of Financial Planning, Performance and Analysis
Business Development Manager
Chris Mumby (CM) – Head of Business Development
Mark Newman (MN) – Head of Estates and Facilities
Senior Legal Editor & ARA Production Manager
Corporate Performance and Risk Analyst

1. Apologies and Declarations of Interest

1.1. Apologies for lateness were received from LF and EJA.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The minutes of the 15 January 2026 meeting were reviewed and agreed as a correct record.

2.2. The Executive Team reviewed the action log. No updates were made.

3. Annual Report and Accounts Production Schedule

The Senior Legal Editor & ARA Production Manager and the Corporate Performance and Risk Manager joined the meeting.

3.1. The Senior Legal Editor & ARA Production Manager introduced the item and talked through the production schedule for the Annual Report and Accounts (ARA).

3.2. The Senior Legal Editor & ARA Production Manager confirmed that meetings with individual directors would begin taking place over the next few weeks.

3.3. ET discussed whether the accounting officer system statement and the governance statement could be merged for the purposes of the ARA.

3.4. **Decision:** ET agreed that the statements would be produced separately for this year, and that a merge could be considered going forward.

3.5. ET discussed scheduling presenting the first full draft of the report at ET, Board and the Audit and Risk Committee (ARC).

3.6. **Decision:** ET agreed that the full draft would be provided to ET and ARC at the same time.

3.7. ET discussed how ongoing Capita issues might affect requests for pension information for the ARA and potential mitigations.

3.8. **Decision:** ET approved the production schedule.

The Senior Legal Editor & ARA Production Manager and the Corporate Performance and Risk Manager left the meeting.

4. Q2 Estate Planning

MN, CM and the Business Development Manager joined the meeting.

4.1. GMR introduced the item, which set out a proposal for a programme of works for the first floor of Q2.

4.2. MN and CM talked through the paper, explaining the options considered and the risks and mitigations involved in the preferred option

4.3. ET discussed the budget allocation for the proposed programme of works.

4.4. CW highlighted the short timeline and the need to keep staff engaged and informed, as well as setting and communicating transparent and realistic expectations.

4.5. **Action:** CW to draft communications to the organisation around disruption to the working environment.

4.6. **Decision:** ET endorsed the proposed programme of works in principle and requested that the team return with a business case and budget proposal.

MN, CM and the Business Development Manager left the meeting.

5. Q3 Business Priorities

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

5.1. The Corporate Performance and Risk Manager introduced the item and talked through the final ratings of the Q3 Business Priorities.

5.2. **Decision:** ET approved the business priorities.

6. Corporate Performance Dashboard

6.1. The Corporate Performance and Risk Analyst introduced the item. The paper was taken as read.

6.2. The Corporate Performance and Risk Analyst talked through the updates since the last ET meeting. SN suggested removing the pulse survey data, as it is not as robust as other data, and replacing with data from the people survey.

6.3. **Decision:** ET approved the dashboard.

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

7. December Management Accounts and 9+3 Forecast

GH and the Finance Business Partners joined the meeting.

7.1. TA introduced the item.

7.2. GH talked through the management accounts and noted small underspends on both RDEL and CDEL.

7.3. **Decision:** ET agreed that no immediate action would be taken on RDEL underspend and it would be reviewed again in early February.

7.4. **Decision:** ET agreed that underspend CDEL funds would be allocated to Estates for the Q2 Estate Planning project.

8. Budget 26-27

8.1. TA introduced the item, including a recap of the 14 January 2026 away day discussions.

8.2. ET discussed CDEL bids for unallocated funds.

8.3. JS noted that the Surface Pro 4 laptops used by some staff will be unsupported by Microsoft by 2027. ET discussed the sustainability implications of this.

8.4. **Action:** GMR to consider a sustainable IT procurement policy.

8.5. **Decision:** ET agreed that unallocated funds would go to laptop replacement and lease adjustments.

8.6. ET scrutinised and discussed RDEL non-staff bids.

8.7. Due to time constraints, the Finance team agreed to look at reengaging with ET at a later date on RDEL staff bids.

GH and the Finance Business Partners left the meeting.

9. AOB

Communications Training

9.1. EJA noted that the Media Manager had sent members of ET a date for communications training, and asked ET to confirm their availability.

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