The National Archives' Executive Team Meeting Public Minutes
Date of Meeting: Thursday 12 March 2026 at 09:45
Location: The National Archives, Kew & Video Conference (VC)

THE NATIONAL ARCHIVES

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:
Programme Manager
Corporate Performance and Risk Manager
Head of Financial Accounting
Representative from Forvis Mazars
IT Security and Information Assurance Manager
Interim Corporate Performance and Transparency Advisor
Annual Report and Accounts (ARA) Project Manager
Governance Coordinator (Minutes)
Corporate Performance and Risk Analyst (via VC)
Jurgen Vervoorst (JV) – Head of Collection Care (via VC)
Sam Whaley (SW) – Head of Strategy and CEO's Office (via VC)
Senior Sustainability Manager

1. Apologies and Declarations of Interest

1.1. Apologies for absence were received from Lucy Fletcher (LF), Deputy Chief Executive.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The minutes of the meeting held on 25 January 2025 were reviewed and agreed as a correct record.

2.2. The Executive Team (ET) reviewed and updated the action log.

The Corporate Performance and Risk Manager, the Interim Corporate Performance and Transparency Advisor and the representative from Forvis Mazars joined the meeting.

3. 2026-27 Internal Audit Plan

3.1. TA introduced the item.

3.2. The representative from Forvis Mazars talked through updates that had been made to the 2026-27 internal audit plan. He noted that there were some suggested dates pending confirmation from sponsors and key contacts and requested that ET contact him with any preferences.

3.3. ET discussed the 2026-27 internal audit plan.

3.4. SN pointed out that the wording on some of the audits was out of date and requested that they be updated to reflect the new strategic priorities. FM agreed to do this.

3.5. **Decision:** ET endorsed the plan to go to ARC with the suggested amendments.

4. Internal Audit Progress Report

4.1. The representative from Forvis Mazars talked through the Internal Audit Progress Report. To date, 7 audits have been completed, 2 are in draft and 1 is outstanding due to delays in completing the fieldwork.

4.2. **Decision:** ET endorsed the progress report to go to ARC.

The representative from Forvis Mazars left the meeting.

5. Internal Audit Recommendations Tracker

5.1. The Interim Corporate Performance and Transparency Advisor introduced the item and talked through the updated format for the tracker.

5.2. ET discussed overdue recommendations and how these can be monitored more proactively by both ET and the Finance & Performance team.

5.3. **Decision:** ET agreed to the extensions listed in the paper.

5.4. ET discussed the presentation of the tracker. GMR noted that it may be worth breaking down deliverables individually on the tracker going forward to better reflect nuances within the work.

5.5. **Decision:** It was agreed that the internal audit recommendations tracker did not require RAG ratings.

5.6. **Decision:** ET endorsed the tracker to go to ARC with the agreed amendments.

The Interim Corporate Performance and Transparency Advisor left the meeting.

6. Assurance Map

The Corporate Performance and Risk Analyst joined the meeting.

6.1. The Corporate Performance and Risk Manager introduced the item and talked through the background of the map, as well as the highlighted areas of concern on the map.

6.2. **Decision:** ET endorsed the assurance map to go to ARC with the agreed amendments.

7. Annual Assurance Statement

7.1. The Corporate Performance and Risk Manager introduced the item and talked through the statement. It was confirmed that this statement will replace the Statement of Internal Control.

7.2. The Corporate Performance and Risk Analyst shared a dashboard with ET which showed the results of the statement in detail.

7.3. **Decision:** ET requested that the dashboard be shared with ARC.

7.4. ET discussed how best to support SLT with completing the annual assurance statement. It was felt that an in-person briefing at the start of the process each year would be most effective.

7.5. **Decision:** ET endorsed the statement to go to ARC.

The Corporate Performance and Risk Analyst left the meeting.

8. Environmental and Sustainability Update

JV, the Senior Sustainability Manager and the ARA Project Manager joined the meeting.

8.1. GMR introduced the item and offered her thanks to JV and the Senior Sustainability Manager for all of their hard work on the update.

8.2. The Senior Sustainability Manager talked through the update and gave a high-level presentation on the work being done across the organisation so far, including the drafting of a sustainable procurement policy.

8.3. The Senior Sustainability Manager also confirmed that TNA is now a bronze level Carbon Literate organisation and briefly talked through the requirements to obtain a silver level.

8.4. ET discussed the update, including avenues for feedback and decision-making processes.

8.5. The Senior Sustainability Manager asked ET to consider scheduling of presentation of sustainability reports.

8.6. **Decision:** ET agreed that all sustainability reports should be seen by ET prior to presentation to the Board and any of its subcommittees.

8.7. **Decision:** ET endorsed the update to go to ARC.

JV, the Senior Sustainability Manager and the ARA Project Manager left the meeting.

9. Cybersecurity Update

The Programme Manager and the IT Security and Information Assurance Manager joined the meeting.

9.1. JS introduced the item.

9.2. The Programme Manager talked through the report from the working group and gave a brief overview of the contents, which also included recruitment and contract updates.

9.3. The IT Security and Information Assurance Manager gave a brief update on the network switch work, including lessons learned from the preparatory work conducted over the weekend.

9.4. **Decision:** ET endorsed the update to go to ARC.

The Programme Manager and the IT Security and Information Assurance Manager joined the meeting.

10. 2025-26 Accounting Standards and FreM Interpretations of IFRS & 2025-26 Areas of Significant Estimation and Judgement

The Head of Financial Accounting joined the meeting.

10.1. TA introduced the item.

10.2. The Head of Financial Accounting talked through the items, explaining the background to them and confirming that the National Audit Office had had sight of them and are happy with the contents.

10.3. **Action:** TA to liaise with HMT to ensure that TNA is consulted with regards to the financial reporting manual (FReM).

10.4. **Decision:** ET endorsed the papers to go to ARC.

The Head of Financial Accounting left the meeting.

11. AOB

Budget Update

11.1. ET briefly discussed areas of potential spend before the end of the financial year. TA confirmed that any spend or potential pressures should be raised with the Interim Head of Financial Planning and Analysis.

Risk Registers

11.2. The Corporate Performance and Risk Manager asked ET if they felt that geopolitical events should be added to the risk registers for Q3.

11.3. **Decision:** ET agreed these should be included on the risk registers.

Strategy Planning

11.4. SW gave a brief verbal update on ongoing strategy planning work, and noted that meetings with individual directors will be held over the upcoming weeks to discuss the implementation plans.

There being no further business, the meeting was closed.

The National Archives' Executive Team Meeting Minutes
Date of Meeting: Thursday 26 March 2026 at 10:00
Location: The National Archives, Kew & Video Conference (VC)

Present:
Saul Nassé (SN) – Chief Executive 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
Claire Wightman (CW) – Director of People, Inclusion & Change

Also present:
Clarissa Angus (CA) – Head of Diversity, Equity and Inclusion
Corporate Performance and Risk Manager
Hannah Lee (HL) – Head of HR and Business Partnering
Shona Lowe – Media Manager
Mark Newman (MN) – Head of Estates and Facilities
ARA Project Manager
Governance Coordinator (Minutes)
ARA Editorial Assistant
Corporate Performance and Risk Analyst
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies & Declarations of Interest

1.1. Apologies for absence were received from John Sheridan, Chief Digital and Information Officer.

1.2. There were no declarations of interest.

2. Minutes & Action Log

2.1. The minutes of the last meeting were approved with minor amendments.

2.2. ET reviewed and updated the action log.

3. Annual Report and Accounts (ARA) Narrative

The ARA Project Manager and ARA Editorial Assistant joined the meeting.

3.1. TA introduced the item, which covered the 'Our Year' narrative section of the Annual Report and Accounts (ARA) and noted that JS's opinions on the narrative would be sought outside of the meeting.

3.2. ET thanked the ARA Project Manager for her hard work and complimented the quality of the narrative. It was noted that taking an organisation-focused approach rather than a directorate-focused approach to the narrative was a change that worked well.

3.3. ET discussed minor copy and layout amendments to the narrative. LF suggested that the AI section could be expanded to cover the wider ways the organisation is looking at how it uses technology. The ARA Project Manager agreed to look at this further.

3.4. ET discussed photography to be included in the final layout. The ARA Project Manager requested that ET send her any photographs that they would like to be included.

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

The ARA Project Manager and ARA Editorial Assistant left the meeting.

4. Etnicity, Gender and Disability Pay Gap Reporting 2025-26

CA and HL joined the meeting.

4.1. CW introduced the item, which covered ethnicity, gender and disability pay gap reporting as captured in snapshot data from 31 March 2025. It was noted that whilst 95% of staff have declared in their gender identity on Workday, only 15% have declared their ethnicity and only 9% have declared their disability status.

4.2. CA talked through the gender data findings. It was noted that the gender pay gap has widened and that further work is needed to better understand why this has happened.

4.3. CA talked through the ethnicity data findings. It was noted that a large amount of data has been supressed because the number of individuals in a group is lower than 30, due to low numbers of staff declarations. There is not sufficient data to report on the median or mean hourly wages across all ethnic groups.

4.4. CA talked through the disability data findings. It was noted that there was a gap, but due to the low numbers of declarations there was not a high level of confidence in the validity of the findings.

4.5. CA and HL talked through the proposed action plan, which set out how to strengthen data and insight and build leadership capability and accountability. It also set out how to improve communications and engagement.

4.6. ET discussed how best to encourage staff to self-report on Workday, including removing the requirement for an HR Business Partner to “approve” any updates to a member of staff’s diversity data. It was also noted that the categories on Workday were based on ONS data, which may not accurately reflect the manner in which staff identify.

4.7. GMR asked where pay comparisons were drawn from for gender gap reporting and noted that ET skewing heavily female might hide bigger gaps in lower grades. HL confirmed that gender pay gap reporting was done in quartiles, and that grade-level comparisons can be considered going forward.

4.8. CA reassured ET that many recommendations for closing pay gaps are actions and policies that the organisation already has in place, and that further data was what was needed to explore next steps.

4.9. **Decision:** ET noted the reporting and approved the action plan.

CA and HL left the meeting.

5. February Management Accounts and Corporate Dashboard

5.1. TA introduced the management accounts and briefly talked through them.

5.2. TA confirmed that the Finance team was tracking spend daily until year end, and that as of the day before, the organisation was looking at acceptable underspends in both RDEL and CDEL at year end. TA also confirmed that the Finance team would reach out to ET on 01 April 2026 with the final position.

5.3. ET discussed the management accounts.

5.4. **Action:** TA to circulate a graph to demonstrate interventions made to overspends and underspends throughout the financial year.

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

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

5.6. The Corporate Performance and Risk Manager introduced the corporate dashboard and talked through the updates since it last came to ET.

5.7. The Corporate Performance Analyst asked if the drop in requests for MOD service records should be tracked as a positive or negative trend. LF confirmed that it should not be tracked as either and should be reflected as neutral on the dashboard.

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

The Corporate Risk Analyst left the meeting.

6. Revolution 250 Exhibition

MN and the Media Manager joined the meeting.

6.1. EJA introduced the item.

6.2. ET discussed training on the content of the exhibition, as well as communications and security, for visitor experience staff.

6.3. ET discussed proactively engaging with staff on the exhibition, including opportunities for an exhibition preview and a presentation about the exhibition and the organisation’s approach to it at May's CUWET.

6.4. **Action:** CW to discuss staff engagement with the exhibition with the Head of Internal Communications.

6.5. ET discussed liaising with wider government regarding the exhibition. LF requested that the Parliamentary Archives Project Programme Manager be included in any conversations with the Parliamentary Archives.

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

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

7. Q2 Refresh Final Approval

The Business Development Manager joined the meeting.

7.1. GMR introduced the item.

7.2. The Business Development Manager talked through the updated proposal, which included the outcomes of discussions with the teams affected by the work and consultations with the TNA Neurodiversity Forum. It was noted by the Business Development Manager and ET that engagement from staff had been broadly positive, and that being able to engage early on had had a beneficial impact.

7.3. MN informed ET that the Centre for Accessible Environments would do a full review of the plans and give feedback.

7.4. MN noted that the figures in the report were estimates, pending the tendering process. ET briefly discussed allocating budget centres for aspects of the work.

7.5. **Decision:** ET approved the proposal.

MN and the Business Development Manager left the meeting.

8. AOB

Performance Reviews

8.1. ET briefly discussed the upcoming performance review moderation period, including consistency checking and provisional ratings. CW confirmed there was guidance available and agreed to liaise with HL and the HR Business Partners.

AI Workshop

8.2. EJA requested a follow up workshop for staff following discussions at the latest Audit & Risk Committee meeting.

8.3. **Action:** ET to liaise with JS to set this up.

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