The National Archives' Executive Team Meeting Minutes
Date of Meeting: Thursday 23 April 2026 at 10:00
Location: The National Archives, Kew & Video Conference (VC)

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

Also present:
Finance Business Partner
Head of Private Office
Alex Forbes (AF) – Head of Government Services, Strategy and Engagement
Governance Coordinator
Graham Hancock (GH) – Interim Head of Financial Planning, Performance and Analysis
Hannah Lee (HL) – Head of Human Resources and Business Partnering
Corporate Performance and Risk Analyst
Sam Whaley (SW) – Head of Strategy and CEO's Office (VC)

1. Apologies and Declarations of Interest

1.1. There were no apologies for absence.

1.2. There were no declarations of interest.

2. Minutes and Action Log

2.1. The minutes of the 26 March 2026 Executive Team (ET) meeting were approved as a correct record with minor wording amendments to item 6.

2.2. ET reviewed and updated the action log. Items 5 and 6 were closed.

3. Q4 Business Priorities and Corporate Dashboard

The Corporate Performance and Risk Analyst joined the meeting.

3.1. TA introduced the item.

3.2. The Corporate Performance and Risk Analyst talked through the final ratings for the 2025-26 business priorities, which demonstrated five completed priorities and two partially completed priorities (Parliamentary Archives and Cyber Security).

3.3. ET discussed the presentation of the business priorities in the Annual Report and Accounts (ARA). The Corporate Performance and Risk Analyst agreed to circulate a draft of the text to ET out-of-committee.

3.4. ET briefly discussed the Corporate Performance Dashboard and noted the increased Discovery downtime caused by bot traffic.

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

4. 2026-27 Business Priorities First Draft

4.1. TA introduced the item.

4.2. ET discussed the proposed business priorities and suggested some wording amendments. It was agreed that ET would hold a dedicated session to discuss the proposed business priorities in further depth.

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

The Corporate Performance and Risk Analyst left the meeting.

5. March Management Accounts

GH and the Finance Business Partner joined the meeting.

5.1. TA introduced the item.

5.2. The accounts were taken as read.

5.3. GH noted that a Lessons Learned piece will be completed in early summer to go to the Finance and Performance Committee.

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

6. Adaptive Update

6.1. TA introduced the item. It was noted that build activity was still ongoing, and that some further funding would be required prior to it going live.

6.2. The Finance Business Partner gave a live demonstration of Adaptive. ET discussed the capabilities and functionalities of the software.

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

GH and the Finance Business Partner left the meeting.

7. Pay Policy

HL joined the meeting.

7.1. CW introduced the item.

7.2. HL talked through the background of the piece and confirmed that the policy had been seen by the Trade Unions.

7.3. ET discussed the policy and suggested some wording amendments and clarifications. It was also suggested that a section could be included to explain the organisation's position with regards to London Weighting. HL agreed that this should be included.

7.4. ET discussed communications to the organisation. It was agreed that a meeting with SLT would be beneficial, with a further commitment to communicating the pay strategy when the remit comes through.

HL left the meeting.

8. Providing Access to Digital Records in Bulk

AF joined the meeting.

8.1. LF introduced the item and requested feedback from ET on the suggested proposals to make bulk downloads of selected born-digital records available.

8.2. ET discussed the proposals.

8.3. **Decision:** ET endorsed the preferred proposal, whereby bulk download mechanisms are made on a case-by-case basis.

9. AOB

Finance and Performance Updates

9.1. TA gave a brief verbal update on the upcoming ET risk appetite sessions, the upcoming delegated authority letters from HMT and the proposed departure from the FReM, which has been provisionally approved by HMT.

Staff Summer Party & Annual Awards

9.2. ET confirmed that the Staff Summer Party and Annual Awards would take place on Wednesday 01 July 2026 and briefly discussed logistics.

End of Year Visitor Numbers

9.3. EJA gave a brief update on visitor numbers to site over the past year, which were up by 95% and demonstrated the organisation's highest ever visitor numbers at Kew.

Corporate Reports

9.4. SW asked ET to think about directors' update reports to the Board and its subcommittees, as well as the ACNRA, and how they can be made more efficient and effective.

9.5. ET discussed the reports. It was suggested that one report could be created every two months, and that the most recent report would be taken to the relevant meetings, rather than creating a new one for each committee.

9.6. It was agreed that the reports for upcoming meetings would continue in the previous manner until a decision is reached.

9.7. **Action:** SW to discuss this further with relevant parties.

There being no further business, the meeting closed at 13:04.