The National Archives Executive Team Meeting Minutes
Date of Meeting: Tuesday 05 May 2026 at 10:00
Location: The National Archives, Kew & Video Conference (VC)

Present:
Saul Nassé (SN) – Chief Executive Officer and Keeper
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 (VC)
Claire Wightman (CW) – Director of People, Inclusion and Change (VC)

Also present:
Jack Butterworth (JB) – Head of Research, Grants and Academic Engagement
Corporate Performance and Risk Manager
Graham Hancock (GH) – Interim Head of Financial Planning, Performance and Analysis
Media Manager
Lee Oliver (LO) – Head of Visitor Experience
Governance Coordinator (Minutes)
Corporate Performance and Risk Analyst
Sam Whaley (SW) – Head of Strategy and CEO's Office
Quality Manager

1. Apologies & 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 & Action Log

2.1. The minutes of the 23 April 2026 meeting were agreed as a correct record.

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

3. Media Briefing

The Media Manager joined the meeting.

3.1. The Media Manager gave an update on the ongoing work for the USA 250 exhibition, including upcoming filming dates and plans for the press preview event.

3.2. The Media Manager confirmed that she had met with the Head of Internal Comms to discuss comms to be posted on the staff intranet, and that there would be an opportunity for the wider organisation to discuss the exhibition plans at the next Catch Up with the Exec Team meeting.

3.3. CS noted the ongoing issues with the Civil Service pensions provider. She confirmed that the Head of HR and Business Partnering would be speaking to the Media Manager shortly to provide an update.

The Media Manager left the meeting.

4. Revisions to the Persistent Enquirers Policy

LO and the Quality Manager joined the meeting.

4.1. EJA introduced the item and confirmed that the revisions had been to the Policy Review Group and the Feedback and Insight Group and were now presented to ET for final approval.

4.2. The Quality Manager talked through the background to the revisions and how they sit with the existing visitor regulations and complaints policy.

4.3. ET discussed the policy and suggested some minor wording updates.

4.4. SN suggested that the policy be renamed to 'Respectful Behaviour Policy' or similar, as the remit of the policy was broader than persistent enquiries. The Quality Manager agreed to amend the title of the policy.

4.5. **Decision:** ET approved the policy, pending the agreed updates.

4.6. GMR asked ET if they felt there was appetite to amend the visitor regulations to add a statement to enable the organisation to refuse entry to or remove people from site who may pose a risk to staff, visitors and/or tenants.

4.7. **Decision:** ET agreed that there was appetite to amend the regulations and that GMR will take this forward.

LO and the Quality Manager left the meeting.

5. Research Grants and Academic Engagement Update

JB joined the meeting.

5.1. GMR introduced the item.

5.2. JB talked through the item, which covered a two-year update to the Finance and Performance Committee (FPC) on the work of the Research, Grants and Academic Engagement department, presented for information and commentary from the committee members.

5.3. Due to the paper's delayed circulation to ET, it was agreed that the full paper would be circulated out of committee prior to FPC for commentary.

5.4. ET briefly discussed the fundraising landscape and future forecasting.

5.5. **Decision:** ET endorsed the paper to go to FPC, pending any further comments after full circulation.

6. Government Efficiency Framework

GH joined the meeting.

6.1. TA introduced the item, which provided an update on the organisation's management of the efficiency requirements set out in the 2025 Spending Review settlement, and is due to be presented at FPC.

6.2. ET discussed the update. It was agreed that an exercise across budget holders would not be commissioned at this stage.

6.3. **Decision:** ET endorsed the update to go to FPC.

7. 2026-27 Business Priorities

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

7.1. TA introduced the item.

7.2. The Corporate Performance and Risk Analyst talked through the updates to the draft business priorities since the last ET meeting.

7.3. ET discussed and made amendments to the wording of the business priorities, their outputs and their targets.

7.4. The Corporate Performance and Risk Analyst confirmed that the business priorities would be circulated a final time out of committee before being presented in draft form at the upcoming FPC meeting. GMR noted that the sustainability data would not be available before the meeting.

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

8. AOB

Revolution 250 Risk Register

8.1. ET was provided with an updated version of the Revolution 250 exhibition risk register, which was taken as read.

There being no further business, the meeting closed at 12:40.

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Date of Meeting: Thursday 21 May 2026 at 10:00
Location: The National Archives, Kew & Video Conference (VC)

THE NATIONAL ARCHIVES

Present:
Saul Nassé (SN) – Chief Executive Officer and Keeper
Tobi Adetimilehin (TA) – Finance Director
Emmajane Avery (EJA) – Chief Curator
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:
Programme Manager
Corporate Performance and Risk Manager
Jenna Birley – Interim Board Secretary (Minutes)
Rachel Hull (RH) – Head of Financial Accounting
Forvis Mazars
Information Assurance Manager
Corporate Performance and Transparency Advisor
Mark Newman (MN) – Head of Estates and Facilities
Corporate Performance and Risk Analyst
Malcolm Todd (MT) – Head of Policy
Sam Whaley (SW) – Head of Strategy and CEO's Office

1. Apologies & Declarations of Interest

1.1. There were no apologies for absence.

1.2. There were no declarations of interest.

2. Minutes & Action Log

2.1. The minutes of the 5 April 2026 meeting were agreed as a correct record.

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

3. Certification of Parliamentary Records

MT joined the meeting.

3.1. MT introduced this item which was taken as read.

3.2. ET discussed the proposals and noted that staff members outside the Collections Expertise and Engagement and Digitisation Departments have completed the training to enable them to certify copies of Parliamentary Records.

3.3. **Decision:** ET endorsed the proposals to apply the same Assistant Keeper designations for Public Records broadened to apply to Parliamentary Records as well, subject to 3.2 above being noted.

MT left the meeting.

4. Internal Audit Progress Report

The Interim Corporate Performance and Transparency Advisor and a representative from Forvis Mazars joined the meeting.

4.1. The Interim Corporate Performance and Transparency Advisory introduced this item which was then discussed by ET.

4.2. ET noted the circulation of the Annual Report and Accounts which would be done out of committee and progress on the leaver's checklist

4.3. **Decision:** ET noted the Internal Audit Plans for 2025/26 and 2026/27.

5. Internal Audit Recommendations Update

5.1. ET discussed the Internal Audit Recommendations.

5.2. **Decision:** ET noted the update and agreed with the recommendations that:

- The three financial delegations and one commercial income generation recommended for extension be extended.
- The large-scale transfers, commercial income generation and people and culture recommendations be noted as superseded or closed as advised.

The Interim Corporate Performance and Transparency Advisor and the representative from Forvis Mazars left the meeting.

6. Corporate Risk Register

The Corporate Performance and Risk Analyst joined the meeting.

6.1. TA introduced the item.

6.2. **Decision:** ET discussed and agreed the request to remove risk 4 concerning the Trust.

6.3. **Decision:** ET agreed to raise the risk concerning Oracle with the Audit and Risk Committee (ARC).

6.4. **Decision:** ET noted the Corporate Risk Register.

7. Corporate Performance Dashboard

7.1. ET discussed the Corporate Performance Dashboard.

7.2. **Decision**: ET noted the Corporate Performance Dashboard.

The Performance and Risk Analyst left the meeting.

8. Losses and Special Payments Policy

RH joined the meeting.

8.1. RH introduced this item which asked ET to review and note the policy, and the Principal Accounting Officer to review the delegation limits.

8.2. ET discussed the delegation limits.

8.3. **Decision:** The Principal Accounting Officer agreed the constructive losses delegations and requested that the stock write off delegations be lowered for the Finance Director and Accounting Officer.

8.4. **Decision:** ET noted the losses and special payments policy.

RH left the meeting.

9. Cybersecurity Update

The Information Assurance Manager and Programme Manager joined the meeting.

9.1. JS introduced this item which asked ET to review the paper in advance of its submission to ARC.

9.2. **Decision**: ET noted the Cybersecurity update.

The Information Assurance Manager and Programme Manager left the meeting.

10. Security and Business Continuity Update

MN joined the meeting.

10.1. MN provided an update on security and business continuity measures.

10.2. **Decision:** ET noted the Security and Business Continuity Update.

11. Health and Safety Exceptions Report

11.1. MN introduced this item which asked ET to note and endorse the reported Health and Safety Activity.

11.2. ET discussed highlighting recent incidents to ARC. Generally, the ARC Chair had requested the Health and Safety Reports go below the line. ET agreed this to be the usual case, but felt it was important to highlight the incidents to ARC members.

12. AOB

12.1. ET were reminded to action an email circulated by the Head of Strategic Insights.

12.2. TA notified ET that she was leading on a single cross-departmental communications plan concerning risk management and culture.

12.3. ET convened to discuss a directors-only item.

JB and SW left the meeting

There being no further business, the meeting closed at 12:45.