**The National Archives Executive Team Meeting Public Minutes**
**Date of Meeting: Tuesday 02 June 2026 at 10:30**
**Location: The National Archives, Kew & Video Conference (VC)**

**Present:**
Saul Nassé (SN) – Chief Executive Officer and Keeper (Chair)
Tobi Adetimilehin (TA) – Finance Director (VC)
Emmajane Avery (EJA) – Chief Curator (VC)
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:**
Darren Austin (DA) – Head of Procurement, Project Delivery and Contract Management
HR Business Partner
Head of Private Office
Hannah Lee (HL) – Head of HR and Business Partnering
Lindsay McCombie (LM) – Service and Access Owner (MOD Access)
Mark Newman (MN) – Head of Estates and Facilities
Governance Coordinator (Minutes)
Sam Whaley (SW) – Head of Strategy and CEO's Office
Service Transformation Manager

## 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 21 May 2026 meeting were agreed as a correct record.

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

## 3. In-Year Reward Scheme

HL and the HR Business Partner joined the meeting.

3.1. CW introduced the item.

3.2. HL talked through the paper, which set out the work done so far to establish an in-year reward scheme to replace the current end-of-year bonus scheme, and proposals for continuation. CW and TA noted that they had seen similar schemes successfully implemented across other government departments.

3.3. ET discussed the paper and proposal, which received unanimous support.

3.4. ET discussed the governance and operation of the scheme, how budget for the awards should be allocated, the reward levels and the rollout of the scheme.

3.5. ET agreed there was appetite to review the current annual performance review process. CW confirmed that this was in scope to be reviewed after the completion of the organisational design work.

3.6. **Decision:** ET endorsed the proposal and requested that HL return to ET with the finalised policy.

The HR Business Partner left the meeting.

## 4. Q4 People Metrics

4.1. CW introduced the item and offered her thanks to the colleagues in PIC and Corporate Performance who had worked on the refreshed presentation of the metrics.

4.2. ET discussed the metrics and noted the improved reporting. GMR requested whether statistics for sickness absence could be presented both with and without long-term absences included in future.

4.3. ET discussed where the metrics would be presented. It was agreed this would be presented at the new People subcommittee of the Board once constituted, and at the Finance and Performance Committee until then. SN suggested that it could also be presented at the Departmental Whitley Council meetings.

4.4. SN asked ET members to consider what they would like to see presented at the future People subcommittee meetings.

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

HL left the meeting.

## 5. Request a Military Service Record Service Update

LM and the Service Transformation Manager joined the meeting.

5.1. LF introduced the item, and noted the new challenges set out in the paper.

5.2. ET discussed the update.

5.3. ET discussed The Public Record Office (Fees) Regulations, which the organisation has committed to reviewing yearly.

5.4. **Decision:** It was agreed that GMR would have ownership of the next review of the Fees Order, with support from TA. The Head of Private Office confirmed that the CEO’s office would assist in the scheduling of a programme of work.

5.5. **Decision:** ET noted the update and endorsed it to go to Board.

LM and the Service Transformation Manager left the meeting.

## 6. Q2 Refresh Contract Delivery Options

DA and MN joined the meeting.

6.1. GMR introduced the item, which laid out the results of the procurement competition for the order of works for the Q2 Refresh project.

6.2. ET discussed the proposals.

6.3. **Decision:** ET endorsed the proposals set out in the paper.

6.4. **Decision:** ET endorsed the selection of the preferred bidder for the contract.

DA and MN left the meeting.

## 7. Framework Document

7.1. The Head of Private Office introduced the item, which covered proposed updates to be made to the Framework Document, which sets out the governance framework within which TNA and DCMS operate.

7.2. **Decision:** ET endorsed the proposed updates to the Framework Document.

## 8. AOB

8.1. There was no further business.

**There being no further business, the meeting was closed.**

# The National Archives' Executive Team Meeting Public Minutes
# Date of Meeting: Thursday 25 June 2026 at 09:30
# 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
Claire Wightman (CW) – Director of People, Inclusion and Change

**Also present:**
Steve Burgess (SB) – Head of Events and Exhibitions
Head of Private Office
Governance Coordinator
Corporate Risk Analyst
Sam Whaley (SW) – Head of Strategy and CEO's Office

## 1. Apologies and 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 and Action Log

2.1. The minutes of the previous meeting were agreed as a correct record with minor amendments.

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

## 3. Mi5 Official Secrets Touring Proposal

SB joined the meeting.

3.1. EJA introduced the item and talked through the background to the proposal.

3.2. SB gave ET a presentation on the proposal. It was noted that, given current levels of interest from institutions, a 3-5 venue tour seemed achievable.

3.3. SB talked through the proposal, including anticipated milestones and project cost estimates.

3.4. ET discussed budgeting and funding for the proposal.

3.5. It was noted that further work was needed on the cost recovery and co-creation elements of the proposal, as well as development of criteria to decide where the exhibition could tour to.

3.6. **Decision:** ET endorsed SB to further explore the proposals whilst a business case was developed. ET requested that SB return when the business case was completed.

SB left the meeting.

## 4. Corporate Reporting Dashboard

The Corporate Performance and Risk Analyst joined the meeting.

4.1. The Corporate Performance and Risk Analyst talked through the updates made to the dashboard since the previous meeting.

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

The Corporate Performance and Risk Analyst left the meeting.

## 5. AOB

**PIC Updates**

5.1. CW informed ET that the pay award request had been received from the trade unions and that discussions would be taking place.

5.2. CW also reminded ET that an organisational design workshop would be taking place on 08 July and asked for any further input be submitted by 29 June.

**Spending Review**

5.3. ET briefly discussed the upcoming spending review and TA confirmed she would be taking the lead on preparations.

**Press Event**

5.4. EJA informed ET that there would be a press event on 02 Jul, to mark the discovery of an Exeter print of the US Declaration of Independence which had been found by a volunteer in an ADM file during a cataloguing project.

**There being no further business, the meeting was closed.**