



# National Audit Office

## Board Agenda

4 November 2025 – 10:30-13:00

157-197 Buckingham Palace Road, London SW1W 9SP

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1	<b>Welcome / regular Items</b>	<ul style="list-style-type: none"><li>Chair's Welcome</li><li>Apologies for absence</li><li>Declarations of interest</li><li>Approval of 22 July 2025 minutes; 30 September 2025 minutes relating to the approval of the 2025-26 Supplementary Estimate and notes of the Board strategy day held on 30 September 2025</li><li>To note the approval of the increase of the financial impacts target (via correspondence)</li><li>Action log</li><li>Matters arising:<ul style="list-style-type: none"><li>To note the publication of the NAO's external website of the following 2024-25 reports: the Diversity &amp; Inclusion annual report; the Transparency Report and the Financial Reporting Council's Inspection report on the NAO</li></ul></li></ul>	10:30-10:35 (5 mins)
2	<b>C&amp;AG update / horizon scanning</b>	<ul style="list-style-type: none"><li>C&amp;AG update</li><li>Horizon scanning</li></ul>	10:35-11:15 (40 mins)
3	<b>Strategic discussion</b>	<ul style="list-style-type: none"><li>Impact of climate change on the NAO - risks and opportunities</li></ul>	11:15-11:35 (20 mins)
Break			11:35-11:40 (5 mins)
4	<b>Approvals</b>	<ul style="list-style-type: none"><li>Approval of the proposed principal risk framework and NAO risk appetite statement</li></ul>	11:40-11:55 (15 mins)
5	<b>Substantial operational matters</b>	<ul style="list-style-type: none"><li>Update on the NAO's international work</li><li>Performance and Risk reports</li></ul>	11:55-12:20 (25 mins)
6	<b>Assurance from Committees / matters to note / discuss by exception</b>	<ul style="list-style-type: none"><li>Updates from Committees / governance matters:<ul style="list-style-type: none"><li>the Audit Quality Board including minutes of the meeting held on 15 September 2025</li><li>the Audit &amp; Risk Assurance Committee including minutes of the meeting held on 10 October 2025</li><li>the Remuneration &amp; Nominations Committee including minutes of the meeting held on 14 October 2025</li><li>Verbal update on the key agenda items for the meeting of the Decarbonisation of BPR board to be held in the afternoon of 4 November</li><li>Verbal update on the next Chair succession</li></ul></li><li>ICO complaints outcomes and actions arising</li><li>Lessons learned from the strategic review</li></ul>	12:20-12:50 (30 mins)
7	<b>Conclusion</b>	<ul style="list-style-type: none"><li>Any other business</li><li>Feed-back on the meeting</li><li>Date of the next meeting: 16 December 2025</li></ul>	12:50-12:55 (5 mins)

Board members		
Dame Fiona Reynolds	FR	Chair
Gaenor Bagley	GB	Non-Executive Member
Alistair Conner	AC	Non-Executive Member
Sir Martin Donnelly	MD	Non-Executive Member
Hetan Shah	HS	Non-Executive Member
Gareth Davies	GD	Comptroller & Auditor General
Catherine Hope-MacLellan	CHM	Chief People Officer
Rebecca Sheeran	RS	Chief Operating Officer
Max Tse	MT	Executive Director Value for Money Service Line
Attendees		
Abdool Kara	AK	Executive Director Local Services
Laura Lucking / Verity Prime	LL/VP	Executive Director Infrastructure (job-share)
Kate Mathers	KM	Executive Director of Financial Audit
David Betteley	DB	Strategy Lead (item 3)
Vicky Borritt	VC	Head of Facilities (item 3)
Anna Kennedy-O'Brien	AKB	Senior Auditor – International Relations (item 5)
Nigel Terrington	NT	Director Strategy
Tim Valentine	TV	Director Finance (item 5)
Helene Morpeth	HM	Head of Governance & Risk
Observers		
Richard Evans	RE	Partner, Crowe
Lara Petruk	LP	Senior Audit Manager, Crowe