



National Audit Office

Board Agenda

16 December 2025: 10:30-13:00

157-197 Buckingham Palace Road, London SW1W 9SP

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| 1 | Chair's welcome / Regular items | <ul style="list-style-type: none">• Apologies for absence• Declarations of interest• Approval of the Minutes of the meeting held on 4 November 2025• Action log• Matters arising: to note the approval by The Public Accounts Commission (TPAC) of the 2025-26 Supplementary Estimate and the re-appointment of Alistair Conner as non-executive Board member for a final three-year term• Feedback from the recent evidence sessions with TPAC | 10:30-10:40 (10 mins) |
| 2 | C&AG update / horizon scanning | <ul style="list-style-type: none">• C&AG update• Horizon scanning | 10:40-11:10 (30 mins) |
| 3 | Strategic discussion | <ul style="list-style-type: none">• NAO influencing stocktake & next steps• Draft 2026-27 Estimate Memorandum | 11:10-11:30 (20 mins) 11:30-11:40 (10 mins) |
| Break | | | 11:40-11:45 (5 mins) |
| 4 | Substantial operational matters | <ul style="list-style-type: none">• Update on Future VFM programme• Update on the Communications Roadmap• Review of performance and risk updates | 11:40-12:10 (30 mins) 12:10-12:20 (10 mins) |
| 5 | Approvals | <ul style="list-style-type: none">• Diversity & Inclusion strategy• 2025 Diversity pay gap report• 2026 Code of Conduct | 12:20-12:40 (20 mins) |
| 6 | Update from committees | <ul style="list-style-type: none">• To receive updates from: | 12:40-12:55 (15 mins) |

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| | | <ul style="list-style-type: none"> ○ Future Foundations Board meeting held on 4 November ○ Audit Quality Board meeting held on 18 November 2025 ○ Audit and Risk Assurance Committee held on 2 December 2025 <ul style="list-style-type: none"> • Verbal update on Chair succession | |
| 7 | Any other business / conclusion | <ul style="list-style-type: none"> • Any other business: to note the approval via correspondence of the procurement of the renewal of the Microsoft Enterprise Agreement • Feed-back on the meeting • Date of next meeting: 28 January 2026 | 12:55-13:00 (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) |
| Katie Clifford | KC | Director HR Operations (item 5) |
| Hannah McNicholl | HMcN | Director External Communications (items 3-4) |
| Lee-Anne Murray | LAM | Director VFM (items 3-4) |
| Benjamin Peters | BP | Head of External Communications (items 3-4) |
| Sade Phillips | SP | Director Finance (item 3) |
| Will Sharp | WS | Head of Internal Communications (items 3-4) |
| Nigel Terrington | NT | Director Strategy |
| Helene Morpeth | HM | Head of Governance & Risk |