



National Audit Office

Board Agenda

28 January 2026: 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 16 December 2025 • Action log 	10:30-10:35 (5 mins)
2	C&AG update / horizon scanning	<ul style="list-style-type: none"> • C&AG update • Horizon scanning 	10:35-11:15 (40 mins)
3	Strategic discussion	<ul style="list-style-type: none"> • Candidacy to the UN Board of Auditors 	11:15-11:35 (20 mins)
Break			11:35-11:40 (5 mins)
4	Substantial approvals	<ul style="list-style-type: none"> • Submission to The Public Accounts Commission: <ul style="list-style-type: none"> ○ 2026-27 Estimate Memorandum and strategy update ○ Findings from the external review on the NAO's governance and actions arising ○ Progress update from the Board's internal evaluation in 2025-26 (not for approval) 	11:40-11:55 (15 mins)
5	Substantial operational matters	<ul style="list-style-type: none"> • AI governance • Performance and risk updates 	11:55-12:25 (30 mins)
6	Matters for the Board to discuss / approve or note by exception	<ul style="list-style-type: none"> • Approval by exception: <ul style="list-style-type: none"> ○ Financial Instruments variation ○ Re-tender of network management services ○ Biannual update on contracts in the pipeline requiring Board approval • Governance updates: <ul style="list-style-type: none"> ○ Board engagement plan ○ Verbal update on the next Chair campaign ○ Draft Minutes Audit & Risk Assurance Committee held on 2 December 2025 	12:25-12:45 (20 mins)
7	Any other business / conclusion	<ul style="list-style-type: none"> • Feedback on the meeting • Any other business 	12:45

		<ul style="list-style-type: none"> Date of next meeting: 21 April 2026 	
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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 4)
Andy Fisher	AF	Head of International Relations (item 3)
Helen Maunders	HM	Business Architect (item 5)
Sade Phillips	SP	Director Finance (item 4)
Susan Ronaldson	SR	Director Change (item 5)
Will Sharp	WS	Head of Internal Communications (item 6)
Nigel Terrington	NT	Director Strategy
Helene Morpeth	HM	Head of Governance & Risk