



National Audit Office

Board Agenda

21 April 2026: 10:00-12:00

157-197 Buckingham Palace Road, London SW1W 9SP - Blue Mezz 1

1	Chair's welcome / regular items	<ul style="list-style-type: none"> • Apologies for absence • Declarations of interest • Approval of the Minutes of the January meeting • Matters arising: <ul style="list-style-type: none"> ○ To note the approval, via correspondence, of the IT Service Management Solution and the LED lighting business cases • Action log 	10:00-10:05 (5 mins)
2	C&AG update / horizon scanning	<ul style="list-style-type: none"> • C&AG update • Horizon scanning 	10:05-10:30 (25 mins)
3	Strategic discussion	<ul style="list-style-type: none"> • To discuss the transition plan for the next NAO Chair • Desired skills and experience for the upcoming two non-executive vacancies on the Board 	10:30-10:45 (15 mins)
4	Substantial operational	<ul style="list-style-type: none"> • Digital change: how we see technology changing the way we audit • Strategic feedback programme: to discuss findings and actions arising • Performance and risk updates: to note and discuss 	10:45-11:15 (30 mins) 11:15-11:35 (20 mins) 11:35-11:45 (10 mins)
5	Governance items for the Board to note/ discuss / approve by exception	<ul style="list-style-type: none"> • Update from governance committees: <ul style="list-style-type: none"> ○ To receive an update from the Chairs of the Audit & Risk Assurance Committee and the Remuneration & Nominations Committee on their respective meetings in March 2026 including approval of updated Terms of Reference for respective Committees ○ To receive an update from the Chair of the Audit Quality Board following the meeting in March 2026. ○ To receive an update from the Future Foundation Board following the meetings held in February and April 2026 • To note the Executive Director appointments to the Board in 2026-27 (noting that this rescheduled Board meeting serves as 	11:45-11:50 (5 mins) 11:50- 11:55 (5 mins)

		the March meeting)	
		<ul style="list-style-type: none"> To note the outline programme for the Board's visit to Newcastle 	
6	Conclusion	<ul style="list-style-type: none"> Feedback on the meeting Date of next meeting: 12 June 2026 in Newcastle 	11:55-12:00 (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
Adrian Jenner	AJ	Director Parliamentary Relations (item 4)
Hannah McNicholl	HMcN	Director External Communications (item 4)
Sandeep Shah	SS	Senior Communications Manager (item 4)
Sadie Smith	SS	Parliamentary Relations Manager (item 4)
Nigel Terrington	NT	Director Strategy
Angus Waugh	AW	Director Digital Services (item 4)
Helene Morpeth	HM	Head of Governance & Risk