



Meeting of the Board  
to be held at  
the National Audit Office, Blue Mezzanine 7  
157 Buckingham Palace Road, London SW1W 9SP  
on  
17 February 2011 at 1.30pm

<b>AGENDA</b>
---------------

<b>Members</b>		
Andrew Likierman	AL	Chair
Ruth Evans	RE	Non-Executive Member
Richard Fleck	RF	Non-Executive Member
Mary Keegan	MK	Non-Executive Member
Paula Hay-Plumb	PHP	Non-Executive Member
Amyas Morse	AM	Comptroller and Auditor General (C&AG)
Michael Whitehouse	MW	Chief Operating Officer
Gabrielle Cohen	GC	Assistant Auditor General
Ed Humpherson	EH	Assistant Auditor General
<b>Attendees</b>		
Martin Sinclair	MS	Assistant Auditor General
Ruth Brutnall	RB	Head of Governance
Marcial Boo	MB	Director of Strategy, Knowledge and Communications
Simon Henderson	SHe	Head of Performance & Delivery
Sally Howes	SHo	Director of IT & Systems Analysis
Jim Rickleton	JR	Director General, Finance & Commerce

1	<b>Apologies for Absence</b>	Chair	1.30- 2.00 pm
2	<b>Declarations of Interest</b>	Chair	
3	<b>Minutes of the meeting of 18 January 2011</b>  <i>To approve the Minutes of the last meeting as an accurate record and their publication on the website.</i>  <b>Action Points - to receive an update on and note the outstanding Action Points.</b>  <b>Matters Arising and Update from C&amp;AG - to raise any</b>	Chair  Chair  Chair &	

	<i>Matters Arising and receive an update from the C&amp;AG</i>	C&AG, paper MK, Oral	
	<b>Update from the Audit Committee – to update the Board on the business of the meeting held on the morning of 17 February 2011.</b>		
4	<b>Business report, risk update and Quarter 3 Performance report</b>		
4.1	<i>To receive the business report and risk update for information.</i>	JR & SHe paper	2.00- 2.20
4.2	<i>To receive the Quarter 3 Performance report.</i>	SHe, paper	
5	<b>Business Plan &amp; Resourcing</b>		
5.1	<i>To consider the NAO business plan for 2011-12 and consider the estimate in advance of the March TPAC hearing.</i>	JR & MB paper	2.20- 2.50
6	<b>External Audit VFM topic</b>		
6.1	<i>To consider the Audit Committee's recommendation on the subject of the External Auditor's VFM report on the NAO in advance of the TPAC Hearing in March</i>	MK, Paper	2.50- 3.00
7	<b>IT Capability Strategy</b>		
7.1	<i>To consider and endorse the strategy for developing capability for IT based Audits</i>	SHo, paper	3.00- 3.15
8	<b>Any other business</b>		
8.1	<i>To receive the following for information:</i> <ul style="list-style-type: none"> <li>• <i>Detailed information on ratio of Back Office to Front Line Costs</i></li> <li>• <i>Detailed information on fee deficits</i></li> <li>• <i>Progress in Achieving Corporate Efficiency Targets in 2010-11 (Follow up to External Audit Report)</i></li> </ul>	Chair	3.15- 3.30
9	<b>Date and time of next meeting</b>		
9.1	Tuesday 22 March 2011 at 1.30pm	Chair	

**The pre-meeting for Non-Executive Members will be held at 1pm.**