

Meeting of the Board  
to be held at  
the National Audit Office, Blue Mezzanine 7  
157 Buckingham Palace Road, London SW1W 9SP  
on 20 November 2014 at 13.30

**AGENDA**

<b>Members</b>		
Andrew Likierman	AL	Chair
Amyas Morse	AM	Comptroller and Auditor General (C&AG)
Gabrielle Cohen	GC	Executive Leader
Naznin Coker	NC	Non-Executive Member
Gillian Guy	GG	Non-Executive Member
Paula Hay-Plumb	PHP	Non-Executive Member
Mary Keegan	MK	Non-Executive Member
Michael Whitehouse	MW	Chief Operating Officer
John Thorpe	JT	Executive Leader
<b>Attendees</b>		
Toni Whitby	TW	Interim Board Secretary
Gurdip Juty	GJ	Financial Controller (Item 2&3)
Sally Howes	SH	Executive Leader (Item 3)
Nick Lacy	NL	Head of Policy (Item 3)
Vicky Cox	VC	Head of Facilities (Item 3)

<b>TRANSACTIONAL BUSINESS</b>			
1	<b>Objective Area: Good Governance</b>		13.30-13.55
1.1	<b>Apologies for Absence</b>	Chair	
1.2	<b>Declarations of Interest</b>	Chair	
1.3	<b>Minutes of the meeting of 23 October 2014</b> To approve the Minutes of the last meeting as (a) an accurate record; and (b) their publication on the website	Chair (paper)	
1.4	<b>Action Points</b> To receive an update on and note the outstanding Action Points	Chair (paper)	
1.5	<b>Feedback from TPAC Hearing on 6 November on appointment of NEDs to Board</b>	Chair	
1.6	<b>Matters Arising</b> To raise any Matters Arising		
1.7	<b>Update from C&amp;AG</b> To receive an update from the C&AG	C&AG (paper)	
1.8	<b>Update on the latest developments with PAC and Parliament</b>	GC, oral	

1.9	<b>Oral Update from the Chair of the Audit Committee</b> from the morning's meeting	GG, oral	
2	<b>Objective Area Good Governance Business Report and Risk Report</b>	GJ (papers)	13.55- 14.10
2.1	To receive the October Business Report		
2.2	To receive the October Risk Report <i>Noting deep dive discussion on Moderated Feedback and wider risks at Item 5</i>		
<b>STRATEGIC BUSINESS</b>			
3	<b>Objective Area: Use of Resources</b>	GJ   SH (paper)	14.10- 14.40
3.1	To receive an update on ERP. As requested the IT Strategy is provided to give context		
3.2	Consideration of the Facilities Contract   Approval for the expenditure for the new 'Manned Guarding & Reception' contract and 'Total Facilities Management' contract	VC (paper)	
3.3	Timely Escalation of Information on Contracts   Information Requirements for the Board	NL (paper)	
4	<b>Objective Area: Good Governance Reappointment of the External Auditors</b> Under legislation, the Board has to reappoint the External Auditors annually.	GG (paper)	14.40- 14.45
5	<b>Objective Area: Support and Advice Moderated Feedback 2014</b> Discussion of the NAO's relationships with its stakeholders, informed by feedback from 2014 Moderated Feedback process; and how this informs our risk management	GC (paper)	14.45- 14.55
6	<b>Objective Area: Good Governance Work Programmes</b>	Chair (paper)	14.55- 15.00
6.1	To receive the <i>draft</i> Board Objectives and Work Programme for 2015 which will go to the Board at its first meeting in 2015 for consideration and approval.		
6.2	To receive the <i>draft</i> Audit Committee's Work Programme for 2015 which will be considered and approved by the Board at its first meeting in 2015.	GG (paper)	
6.3	To receive the <i>draft</i> Remuneration & Nominations Work Programme for 2015 which will be considered and approved by the Board at its first meeting in 2015.	PHP (paper)	
7	<b>Objective Area: Good Governance Remuneration and Nominations Committee Annual Report</b> To receive the first Annual Report of the work of Remco	PHP (paper)	15.00- 15.05
8	<b>Objective Area: Good Governance Audit Committee</b> To receive a Half Year Report from the Chair of the Audit Committee	GG (paper)	15.05- 15.10
9	<b>Objective Area: Good Governance</b>	TW (paper)	15.10- 15.20
9.1	<b>Terms of Reference and Standing Orders Review   Board</b> Annually review and consider the Board's Terms of Reference and Board's Standing Orders		

	<p><i>[To note that the Remuneration and Nominations Committee have reviewed and considered their ToR which will go to the Board at its first meeting in 2015 for consideration and approval.]</i></p> <p><i>[To note the Audit Committee's ToR were considered and approved by the Board in September 2014]</i></p>		
10	<p><b>Objective Area: Good Governance</b>  <b>Chair and Non Executive Members</b>  Chair and Non Executive Members stepping down</p>	TW (paper)	15.20- 15.25
11	<b>Any Other Business</b>		15.25- 15.00
11.1	To receive the draft minutes of the Remuneration & Nominations Committee meeting on 23 October 2014	(paper)	
11.2	Brief on Employment Appeal Tribunal to be heard at a one day hearing planned for 15 December 2014.	(paper)	
11.3	To receive the NAO Strategy 2015-16 to 2017-18	Final doc.	
	<p><b>DATE AND TIME OF NEXT MEETING</b>  The first meeting in 2015 is proposed Thursday 22 January 2015.</p>		