



National Audit Office

## NAO BOARD AGENDA

**Location:** National Audit Office  
15-197 Buckingham Palace Road, London  
SW1W 9SP - via conference call

**Date:** 9 June 2020

**Time:** 14:00 – 16:30

<b>Members</b>		
Michael Bichard	MB	Chair
Janet Eilbeck	JE	Non-Executive Member
Ray Shostak	RSh	Non-Executive Member
Rob Sykes	RS	Non-executive Member
Clare Tickell	CT	Non-Executive Member
Gareth Davies	GD	Comptroller & Auditor General
Daniel Lambauer	DL	Executive Director responsible for Strategy and Resources
Kate Mathers	KM	Executive Director responsible for Financial Audit service line
Rebecca Sheeran	RS	Executive Director responsible for Value for Money service line
<b>Attendees</b>		
Abdool Kara	AK	Executive Director responsible for People
Elaine Lewis	EL	Executive Director responsible for Financial Audit Quality Assurance
Max Tse	MT	Executive Director responsible for Knowledge
George Crockford	GC	Head of Reporting (item 5)
Chloe Forbes	CF	Head of Strategy and Corporate Affairs
Adrian Jenner	AJ	Director Parliamentary Relations (items 1.7 and 4)
Abigail Marshall Bailey	AMB	Audit Principal, Policy and Legal (item 2.1)
Tim Valentine	TV	Director Finance (item 5)
Helene Morpeth	HM	Head of Governance and Risk

ITEM	AGENDA	PRESENTER/ TIMING	
<b>TRANSACTIONAL BUSINESS</b>			
1.1	<b>Welcome</b> To note Stephen Smith's retirement from the NAO from 30 April 2020 and acknowledge this contribution to the NAO.	Chair	14:00
1.2	<b>Apologies for Absence</b> To receive any apologies for absence.	Chair	
1.3	<b>Declarations of Interest</b> To receive any changes to declarations of interest.	Chair	
1.4	<b>Approval of minutes</b> To approve the minutes of the Board meetings held on 2 March 2020 and 26 March 2020 as an accurate record, and their publication on the external website.	Chair	
1.5	<b>Matters arising</b> a. To note that the NAO estimate for 2020-21 was approved by the Public Accounts Commission at the estimate hearing on 23 April 2020.  b. To note the external strategy document and organisational development plan (ODP) were approved by the non-executives following a conference call in early May. The ODP was launched on 11 May and the external strategy on 1 June.  c. To note the non-executives approved the C&AG's recommendation that Daniel Lambauer, Kate Mathers and Rebecca Sheeran should be appointed as executive directors of the Board for 2020-21.	Chair	
1.6	<b>Action Log</b> To note progress on the board action log including verbal update on the NED succession campaign.	HM	14:05 - 14:10 (5 mins)
1.7	<b>Update from the Comptroller and Auditor General (C&amp;AG)</b> To receive the C&AG's update since the last meeting including NAO's proposed response to COVID-19. The latter is intended to inform the discussion at item 4.2 below.	C&AG	14:10 - 14:20 (10 mins)
1.8	<b>Update on latest developments with PAC and Parliament</b> To receive the Parliamentary verbal update since the last meeting.	AJ	14:20 - 14:30 (10 mins)
<b>FINANCE AND NATURAL RESOURCES</b>			
2	<b>Annual Report and Accounts</b> <i>Purpose: approval</i>	DL	14:30 - 14:40 (10 mins)
2.1	To approve the 2019-20 Annual Report and Accounts. Following Board approval the annual report will be laid in Parliament and published on the NAO's external website. <b>(paper to follow)</b>		
2.2	To inform the Board's approval of the Annual Report and Accounts, to receive: a. The Director of Internal Audit annual report to the C&AG; b. The Audit and Risk committee annual report; and c. The Remuneration and Nominations committee annual report.	JE CT	14:40 - 14:45 (5 mins)
2.3	To receive and discuss the 2019-20 Environmental Annual Report.	DL	14:45 - 14:50

2.4	To receive and discuss the 2019-20 Health & Safety annual report.	DL	(5 mins)
2.5	To note that the Diversity & Inclusion annual report will be circulated to the Board, for review, w/c 29 June ahead of publication w/c 13 July.	AK	14:50-14:55 (5 mins)
<b>QUALITY</b>			
3.	<b>Transparency Report</b>		
3.1	<b>Purpose: approval</b> To approve the 2019-20 Transparency Report ahead of its publication on the NAO's external website.	EL	14:55 – 15:10 (15 mins)
<b>IMPACT</b>			
4.	<b>Ipsos Mori annual feed-back from MPs</b>	DL	
4.1	<b>Purpose: information and discussion</b> To discuss the actions arising from the annual survey of MPs.		15:10 – 15:25 (15 mins)
4.2	<b>COVID-19 response</b> <b>Purpose: information and discussion</b> To discuss the office's proposed work programme in respect of COVID-19 details of which are contained in the C&AG's update (ref item 1.7 above).	GD / MT / SJ	15:25-15:55 (30 mins)
<b>GOOD GOVERNANCE</b>			
5	<b>Balanced scorecard and risk register</b>	DL	
5.1	<b>Purpose: information and discussion</b> To receive a paper introducing the balanced scorecard including the balanced scorecard results for April.		15:55 – 16:10 (15 mins)
5.2	To receive the risk register to 30 April 2020, for information and comment.		
6.	<b>Audit and Risk Committee</b>	JE	
6.1	<b>Purpose approval</b> To approve the Audit and Risk Committee's updated terms of reference following the Board's approval to expand the Committee's scope.		16:10- 16:15 (5 mins)
7.	<b>Board engagement plan</b>	Chair	
7.1	<b>Purpose: information and discussion</b> To agree the plans for a more structured Board engagement plan with the office ( <b>paper to follow</b> )		16:15 – 16:25 (10 mins)
7.2	<b>BYOD</b> To receive a verbal update on progress on integrating the NEDs with NAO's IT infrastructure.	HM	
<b>ANY OTHER BUSINESS</b>			
8.	<b>Board compliance with its terms of reference</b>	HM	
8.1	<b>Purpose: information</b> To note the outcome of the annual compliance exercise against the Board's terms of reference.		16:25 (5 mins)
8.2	<b>Feed-back</b> To provide feed-back on the Board meeting.	Chair	16:30
8.3	<b>Date and time of next meeting</b> To note 30 July 2020 at 13:00.		