



National Audit Office

## NAO BOARD AGENDA

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

**Date:** 30 July 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 4.1)   |
| Chloe Forbes      | CF  | Head of Strategy and Corporate Affairs                               |
| Catherine Hepburn | CH  | Director (item 3.2)  |
| Adrian Jenner     | AJ  | Director Parliamentary Relations (item 1.8)                          |
| Tania Khan        | TK  | Deputy Head of Procurement (item 3.2)                                |
| Sade Phillips     | SP  | Head of Finance and Procurement (item 3.2)                           |
| Helen Smith       | HS  | Contractor, (item 3.2)   |
| Tim Valentine     | TV  | Director Finance (items 3.2 and 4.1)                                 |
| Angus Waugh       | AW  | Director Digital Services (item 3.1)                                 |
| Helene Morpeth    | HM  | Head of Governance and Risk  |

*To note the formal business of the Board will be preceded by a lunchtime briefing for the non-executives on the audit software review project.*

| ITEM                                 | AGENDA   | PRESENTER/<br>TIMING |                            |
|--------------------------------------|--|----------------------|----------------------------|
| <b>TRANSACTIONAL BUSINESS</b>        |  |                      |                            |
| 1.1                                  | <b>Welcome</b>   | Chair                | 14:00 – 14:10<br>(10 mins) |
| 1.2                                  | <b>Apologies for Absence</b><br>To receive any apologies for absence.  |                      |                            |
| 1.3                                  | <b>Declarations of Interest</b><br>To receive any changes to declarations of interest.   |                      |                            |
| 1.4                                  | <b>Approval of minutes</b><br>To approve the minutes of the Board meetings held on 9 June 2020 as an accurate record, including publication on the external website.   |                      |                            |
| 1.5                                  | <b>Matters arising</b><br>a. To note the approval of the motion in Parliament on 1 July 2020 to appointment Dame Fiona Reynolds as the next Chair from 10 January 2021.<br><br>b. To note that the NAO Annual Report and Accounts was laid in Parliament on 22 June 2020 and published on NAO's external website on 23 June 2020.<br><br>c. To note the publication on the NAO's external website of the following publications:<br><br>- 2019-20 Diversity & Inclusion Annual Report on 30 July; and<br><br>- 2019-20 Transparency Report on 30 July. |                      |                            |
| 1.6                                  | <b>Action Log</b><br>To note progress on the board action log.   |                      |                            |
| 1.7                                  | <b>Update from the Comptroller and Auditor General (C&amp;AG)</b><br>To receive the C&AG's update since the last meeting.  |                      | 14:10-14:25<br>(15 mins)   |
| 1.8                                  | <b>Update on latest developments with PAC and Parliament</b><br>To receive the Parliamentary verbal update since the last meeting.   |                      | 14:25-14:35<br>(10 mins)   |
| <b>People</b>                        |  |                      |                            |
| 2                                    | <b>Gender pay gap</b><br><i>Purpose: advice and discussion</i>   | AK                   | 14:35-14:50<br>(15 mins)   |
| 2.1                                  | To discuss options to reduce the gender pay gap from 2020 onwards.   |                      |                            |
| 2.2                                  | <b>Staff survey</b><br><i>Purpose: advice and discussion</i><br>To discuss a new approach to measuring staff engagement.   | AK                   | 14:50-15:00<br>(10 mins)   |
| <b>FINANCE AND NATURAL RESOURCES</b> |  |                      |                            |

|                        |  |       |                          |
|------------------------|--|-------|--------------------------|
| 3                      | <b>Digital Plan 2020-2022</b>  | DL    | 15:00-15:15<br>(15 mins) |
| 3.1                    | <b>Purpose: advice and discussion</b><br>To receive the revised digital plan 2020-2022 updated to reflect ODP priorities and Covid-19 implications. In addition to receive the external review of the digital plan and proposed response to the external review recommendations.   |       |                          |
| 3.2                    | <b>Framework for tender initiation and contract governance framework</b><br><b>Purpose: advice and discussion</b><br>To receive a paper setting a framework for tender initiation and contract approval including future pipeline of contracts requiring Board approval. Against this context the Board is invited to approve two following contracts: | DL    | 15:15-15:20<br>(5 mins)  |
|                        | i. <b>Audit Transformation Programme</b><br><b>Purpose: advice and approval</b><br>To review and approve the strategic outline business case for the Audit Transformation Programme  | KM    | 15:20-15:35<br>(15 mins) |
|                        | ii. <b>Legal services tender</b><br><b>Purpose: advice and approval</b><br>To review and approve the re-procurement of legal services provision in accordance with this business case.   | DL    | 15:35-15:40<br>(5 mins)  |
| 3.3                    | The note, for information, the outcome of the following tenders:   |       |                          |
|                        | iii. <b>HR agency tender</b><br><b>Purpose: information</b><br>Contract recommendation report following the Board's approval of the HR agency tender at its meeting on 26 March 2020.  | DL    | For information          |
|                        | iv. <b>Procurement of professional support for the Audit Transformation Programme</b><br><b>Purpose: information</b><br>Contract recommendation report following the Board's endorsement of the approach to the ATP at its in November 2019.   | KM    | For information          |
| <b>GOOD GOVERNANCE</b> |  |       |                          |
| 4                      | <b>Balanced scorecard and risk register</b><br><b>Purpose: information and discussion</b>  | DL    | 15:40-15:50<br>(10 mins) |
| 4.1                    | To receive a follow up paper on the approach to the balanced scorecard including the balanced scorecard results for June.  |       |                          |
| 4.2                    | To receive the risk register to June 2020, for information and comment.  |       | 15:50-16:00<br>(10 mins) |
| 5                      | <b>NED succession planning / next Chair induction arrangements</b><br><b>Purpose: information and discussion</b>   | Chair | 16:00-16:15<br>(15 mins) |
| 5.1                    | To receive an update on the NED succession campaign including outline plan for the next Chair's induction.   |       |                          |
| 6                      | <b>Board – forward programme</b><br><b>Purpose: information and discussion</b>   | HM    | 16:15-16:20<br>(5 mins)  |
| 6.1                    | To receive the outline Board programme for 2020-21 including outline agenda for the Board strategy day on 8 September 2020.  |       |                          |

**ANY OTHER BUSINESS**

|     |  |       |                         |
|-----|--|-------|-------------------------|
| 7   | <b>Feed-back</b>   | Chair | 16:20-16:25<br>(5 mins) |
| 7.1 | To provide feed-back on the Board meeting including the lunchtime briefing on the audit software review project.   |       |                         |
| 7.2 | <b>Date and time of next meeting</b><br>To note the Board strategy day will take place on 8 September.<br>To note the next formal business meeting will take place on 29 October 2020. | Chair |                         |