



National Audit Office

## NAO BOARD AGENDA

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

**Date:** 24 November 2020

**Time:** 13:00 – 15:50

<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
Vicky Cox	VC	Head of Facilities
Chloe Forbes	CF	Head of Strategy and Corporate Affairs
Adrian Jenner	AJ	Director Parliamentary Relations
Hannah McNicoll	HMcN	Director External Relations
John McCann	JMcC	Director HR
Nigel Terrington	NT	Director Strategy
Tim Valentine	TV	Director Finance
Peter Wood	PW	Director Internal Audit and Assurance
Helene Morpeth	HM	Head of Governance and Risk

ITEM	AGENDA	PRESENTER/ TIMING	
<b>TRANSACTIONAL BUSINESS</b>			
1.1	<b>Welcome</b>	Chair	13:00 – 13:05 (5 mins)
1.2	<b>Apologies for Absence</b> To receive any apologies for absence.		
1.3	<b>Declarations of Interest</b> To receive any changes to declarations of interest.		
1.4	<b>Approval of minutes</b> To approve the minutes of the Board meetings held on 27 October 2020 as an accurate record, including the publication of the minutes on the external website.		
1.5	<b>Action Log</b> To note progress on the board action log.	HM	
1.6	<b>Update from the Comptroller and Auditor General (C&amp;AG)</b> To receive the C&AG's update on activity since the last meeting.	C&AG	13:05-13:15 (10 mins)
<b>IMPACT</b>			
2	<b>Engagement with Parliament</b> <i>Purpose: discussion and advice</i>	DL / AJ	13:15-13:25 (10 mins)
2.1	To receive an update on NAO's engagement with Parliament and key issues arising.		
	<b>Client feed-back</b> <i>Purpose: discussion and advice</i>	DL/HMcN	13:25-13:40 (15 mins)
2.2	To discuss the approach to client feed-back in 2021.		
<b>QUALITY</b>			
3	<b>Audit Quality</b> <i>Purpose: discussion and advice</i>	EL / KM	13:40-14:00 (20 mins)
3.1	To receive an update on NAO's audit quality and key issues.		
3.2	To receive an update on the Audit Transformation Programme business case.		
<b>DELIVERY</b>			
4	<b>Information Security</b> <i>Purpose: discussion and advice</i>	DL / PW	14:00-14:10 (10 mins)
4.1	To receive the Information Security plan for 2021-22		
<b>PEOPLE</b>			
5	<b>Pay award</b> <i>Purpose: discussion and advice</i>	DL / JMCC	14:10-14:15 (5 mins)
5.1	To discuss the pay award effective from April 2021 informed by the views of RemCo.		
	<b>BREAK</b>		<b>14:15-14:25</b> (10 mins)

## FINANCE AND NATURAL RESOURCES

6	<p><b>Net zero carbon project</b> <i>Purpose: discussion and advice</i></p> <p>6.1 To discuss NAO's net zero carbon project.</p>	DL / VC	14:25-14:40 (15 mins)
6.2	<p><b>TPAC strategy document</b> <i>Purpose: discussion and advice</i></p> <p>To discuss the outline TPAC strategy document ahead of formal approval of the document by the Board in January 2021.</p>	DL / NT	14:40-14:55 (15 mins)
6.3	<p><b>Topic for external review in 2021 &amp; validation of progress on 2019 review</b> <i>Purpose: approval</i></p> <p>To agree the topic for external review in 2021 informed by the views of ARAC.</p>	JE/ DL	14:55-15:00 (5 mins)
6.4	<p>To receive the external auditor's validation of recommendations for improvement arising from the 2020 review on NAO's impact reporting.</p>	CF	15:00-15:05 (5 mins)

## BUSINESS REPORTS AND GOOD GOVERNANCE

7	<p><b>Balanced scorecard and risk register</b> <i>Purpose: information and discussion</i></p> <p>7.1 To receive the balanced scorecard to end October 2020.</p>	DL / GC	15:05-15:15 (10 mins)
7.2	<p><b>NAO's strategic risks</b> <i>Purpose: information and discussion</i></p> <p>To receive the risk register to October 2020.</p>	DL / HM	15:15-15:20 (5 mins)

## ANY OTHER BUSINESS

8	<p><b>NED succession</b> <i>Purpose: information</i></p> <p>8.1 To receive a verbal update on the NED succession campaign ahead of the appointment hearing with the Public Accounts Commission on 1 December.</p>	CT / JE	15:20-15:30 (10 mins)
8.2	<p><b>Feed-back and reflections</b></p> <p>To provide feed-back on the Board meeting including reflections from the outgoing chair and non-executive members of the Board.</p>	Chair – All	15:30-15:50 (20 mins)
8.3	<p><b>Date and time of next meeting</b></p> <p>29 January 2021.</p>	HM	15:50