

## NAO BOARD AGENDA

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| **Location:** | National Audit Office  157-197 Buckingham Palace Road, London SW1W 9SP - via conference call |
| **Date:** | 23 March 2021 |
| **Time:** | 09:30 – 12:00 |

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| **Members** | | |
| Dame Fiona Reynolds | FR | Chair |
| Sir Martin Donnelly | MD | Non-Executive Member |
| Janet Eilbeck | JE | Non-Executive Member |
| Gaenor Bagley | GB | Non-Executive Member |
| Dame 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 |
| Attendees | | |
| 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 |
| Jonathan Bayliss | JB | Senior Analyst, Corporate Strategy and Advice Team (item 3.2) |
| Jennifer Brown | JB | Parliamentary Relations Manager (item 3.1) |
| Meredith Brown | MB | Diversity & Inclusion Specialist (item 4) |
| George Crockford | GC | Head of Reporting, Finance team (item 5.2) |
| Sian Jones | SJ | Director, Centre group (item 2) |
| Abigail Marshall-Bailey | AB | Lead on Annual Report (item 5.1) |
| John McCann | JMcC | Director HR (item 4) |
| Sade Philipps | SP | Head of Finance and Procurement (item 5) |
| Nigel Terrington | NT | Director Strategy – covering for Helene Morpeth, Head of Governance and Risk – entire meeting |
| Tim Valentine | TV | Director Finance (item 5) |
| Rebecca Webb | RW | Lead on risk management (item 5.3) |

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| **ITEM** | **AGENDA** | **TIMING** |
| **TRANSACTIONAL BUSINESS** | | **09:30-09:45** |
| 1.1 | **Welcome** | Chair |
| 1.2 | **Apologies for Absence**  To receive any apologies for absence. | NT |
| 1.3 | **Declarations of Interest**  To receive any changes to declarations of interest. | Chair |
| 1.4  1.5 | **Approval of minutes / matters arising**  To approve the minutes of the board meeting held on 29 January 2021 as an accurate record, including the publication of the minutes on the external website.  **Matters arising**  To note that the Public Accounts Commission approved the Strategy update document and NAO’s estimate for 2021-22 at the evidence session held on 2 March 2021.  *.* | Chair |
| 1.6 | **Action Log**  To note progress on the board action log. | NT |
| 1.7 | **C&AG update**  To receive the C&AG’s update since the last meeting. | C&AG |
| **DELIVERY** | | **09:45-10:05** |
| 2  2.1 | **NAO COVID-19 programme of work**  To discuss and advise on initial learning from the COVID-19 programme so far. | MT (20 mins) |
| **IMPACT** | | **10:05-10:35** |
| 3  3.1  3.2 | **Ipsos Mori survey of MPs**  To discuss the findings from the annual survey of MPs.  **Developing NAO’s strategic foresight**  To discuss and advise on the way forward. | DL (15 mins)  DL (15 mins) |
| PEOPLE | | **10:35 – 11:05** |
| 4  4.1  4.2 | Diversity and Inclusion strategy  To discuss and advise on key messages emerging from the consultation on the outline diversity and inclusion strategy.  Diversity and Inclusion annual report  To comment on high level messages in the diversity and inclusion annual report. | AK (15 mins)  AK (15 mins) |
| BUSINESS REPORTS / STRATEGIC RISK REGISTER | | **11:05-11:30** |
| 5  5.1  5.2  5.3 | **Annual Report and Accounts**  To comment on the outline Annual Report and Accounts.  **Performance framework**  To discuss the results in the balanced scorecard to end February 2021.    **Strategic risks**  To receive the February highlights note of key changes to the strategic risk register. | DL (10 mins)  DL (10 mins)  DL (5 mins) |
| **GOVERNANCE** | | **11:30-11:55** |
| 6  6.1  6.2  6.3  6.4 | **Board self-assessment**  To discuss the findings from the Board ways of working discussions and proposed next steps.  **Review of Board terms of reference**  To note the outcome of the annual review of compliance against the Board’s terms of reference.  **Update from Board committees**  To receive a verbal update on the meetings of the Audit Risk and Assurance Committee and the Remuneration and Nominations Committee held in March.  **Executive Board membership**  To receive a verbal update on the appointment of executive Board members in 2021-22. | NT (10 mins)  NT (5 mins)  JE / CT (10 mins)  Chair |
| **ANY OTHER BUSINESS** | | **11.55-12.00** |
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| 7  7.1  7.2 | Feed-back and reflections  To provide feed-back on the quality of Board papers and discussion.  Date and time of next meeting  To note 8 June 2021. | Chair (5 mins)  Chair |