



# National Audit Office

## Board Agenda

**Location:** National Audit Office  
 157-197 Buckingham Palace Road,  
 London SW1W 9SP – Blue Mezz 1 and via  
 conference call

**Date:** 2 November 2021

**Time:** 14:45 – 17:00

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
Abdool Kara	AK	Executive Director responsible for People
Elaine Lewis	EL	Executive Director responsible for Financial Audit Quality Assurance
Attendees		
Kate Mathers	KM	Executive Director responsible for Financial Audit service line
Rebecca Sheeran	RS	Executive Director responsible for VFM service line
Max Tse	MT	Executive Director responsible for Knowledge
Steve Corbishley	SC	Director CQU (item 4)
Andy Fisher	AF	Head of International Relations (item 3)
Adrian Jenner	AJ	Director Parliamentary relations (item 1.9)
John McCann	JMcC	Director Human Resources (item 2)
Nigel Terrington	NT	Director Strategy (items 2.1 & 5)
Sade Phillips	SP	Head of Finance and Procurement (items 2.2 & 5)
Saria Usman	SU	Head of Reporting, Finance team (item 5)
Rebecca Webb	RW	Lead on risk management (item 5)
Helene Morpeth	HM	Head of Governance and Risk

ITEM	AGENDA	TIMING
<b>TRANSACTIONAL BUSINESS</b>		<b>14:45-15:15</b>
1.1	<b>Welcome</b>	Chair
1.2	<b>Apologies for Absence</b> To receive any apologies for absence.	HM
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 meeting held on 27 July 2021 as an accurate record, including the publication of the minutes on the external website.	Chair
1.5	To approve the note of the Board strategy day held on 1 October, including proposed next steps.	
1.6	<b>Matters arising</b> To note: <ul style="list-style-type: none"> <li>Tender for external Board evaluation: Five tenders have been received as at close of the competition. The moderation meeting to select a preferred supplier will take place in the morning of 2 November 2021.</li> </ul>	
1.7	<b>Action Log</b> To note progress on the Board action log.	HM
1.8	<b>C&amp;AG update</b> To receive the C&AG's update since the last meeting.	C&AG
1.9	<b>Parliamentary update</b> To receive a verbal update on recent Parliamentary developments.	AJ
<b>PEOPLE</b>		<b>15:15-15:40</b>
2	<b>Pay Award</b>	
2.1	To discuss the approach to the 2022 pay award, informed by the views of the Executive Team and the Remuneration and Nominations Committee.	DL (15 mins)
2.2	<b>Retendering of the professional accountancy training contract</b> To agree the retendering for the professional accountancy training contract.	KM (10 mins)
<b>IMPACT</b>		<b>15:40-15:55</b>
3	<b>International Plan</b>	
3.1	To receive and, if thought fit, approve the international plan.	DL (15 mins)
<b>DELIVERY</b>		<b>15:55-16:10</b>
4	<b>Financial Audit Quality</b>	
4.1	To discuss the Financial Audit Quality Plan (Year 2)	EL (15 mins)
<b>BUSINESS REPORTS / STRATEGIC RISK REGISTER</b>		<b>16:10-16:40</b>
5	<b>Performance framework</b>	
5.1	To discuss the results of the balanced scorecard to end September.	DL (10 mins)

5.2	<b>Strategic risks</b> To receive the September risk register.	DL (10 mins)
5.3	To approve, if thought fit, the approach to risk appetite informed by the views of ARAC.	DL / JE (10 mins)
<b>GOVERNANCE</b>		<b>16:40-16:50</b>
6	<b>ARAC</b> To agree the Committee's programme of work in 2022. To receive a verbal update of the ARAC meeting held on 4 October.	JE (5 mins)
6.1		
6.2	<b>RemCo</b> To agree the Committee's programme of work in 2022. To receive a verbal update of the RemCo meeting held on 12 October.	CT (5 mins)
6.3	<b>Committee composition</b> To receive a verbal update from the Chair and, separately, from the C&AG on proposed changes to Committee composition.	Chair / C&AG
<b>ANY OTHER BUSINESS</b>		<b>16:50-17:00</b>
7	<b>Annual perspective event</b> To note, for information, the outline programme for the annual perspective event on 20 January 2022.	Chair / C&AG
7.1		
7.2	<b>Feed-back and reflections</b> To provide feed-back on the quality of Board papers and discussion.	C&AG / Chair
7.3	<b>Date of next meeting</b> To note the next meeting will be held on 14 December 2021.	Chair