



# National Audit Office

## BOARD AGENDA

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

**Date:** 14 December 2021

**Time:** 14:00 – 17:15

To note Members and attendees are warmly invited to the Christmas carol concert scheduled from 12:30-13:30 to be held online, before the start of the Board

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
Katie Clifford	KC	Head of HR Policy and Services (item 3)
Tom Hughes	TH	Audit Principal, Corporate Strategy and Advice (item 6.1)
Adrian Jenner	AJ	Director Parliamentary relations (item 1.9)
John McCann	JMcC	Director Human Resources (item 3)
Sade Phillips	SP	Head of Finance and Procurement (item 5.1)
Susan Ronaldson	SR	Director ATP (item 2)
Will Sharp	WS	Head of Internal Communications (item 6.2)
Nigel Terrington	NT	Director Strategy (items 4-6.1)
Tim Valentine	TV	Director Finance (items 4-6.1)
Rebecca Webb	RW	Lead on risk management (item 5.2)
Helene Morpeth	HM	Head of Governance and Risk

ITEM	AGENDA	TIMING
<b>TRANSACTIONAL BUSINESS</b>		<b>14:00-14:40</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 2 November 2021 as an accurate record, including the publication of the minutes on the external website.	Chair
1.5	To receive a verbal update on next steps following the Board strategy day on 1 October 2021.	
1.6	<b>Matters arising</b> To note: <ul style="list-style-type: none"> <li>The Public Accounts Commission (TPAC) evidence sessions on Audit Quality and NAO's 2020-21 Annual Report and Accounts took place on 23 and 30 November respectively.</li> <li>TPAC have approved the extension of the external audit contract to 31 March 2024 to cover the audit of the 2023-24 financial statements and the 2024 external value for money review.</li> <li>Board Excellence have been appointed to conduct the independent external evaluation of the Board following an open competition.</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 (20 mins)
1.9	<b>Parliamentary update</b> To receive a verbal update on recent Parliament developments including an update on the Parliamentary engagement plan.	AJ (15 mins)
<b>QUALITY</b>		<b>14:40-15:00</b>
2 2.1	<b>Audit Transformation Programme (ATP)</b> To receive an update on the ATP.	KM (20 mins)
<b>PEOPLE</b>		<b>15:00-15:20</b>
3 3.1	<b>Code of Conduct</b> To approve the 2022 Code of Conduct.	AK (10 mins)
3.2	<b>Diversity pay gap</b> To receive the 2021 diversity pay gap report for discussion ahead of publication on the NAO's website.	AK (10 mins)
<b>FINANCE AND NATURAL RESOURCES</b>		<b>15:20-15:50</b>

4	<b>2022-23 draft Strategy update and Estimate</b>	DL
4.1	To discuss the outline annual Strategy document update including the assumptions underpinning the 2022-23 draft Estimate.	(20 mins)
4.2	<b>External VFM review in 2022</b> To approve the topic for the 2022 external review of the NAO.	DL (10 mins)
<b>BUSINESS REPORTS / STRATEGIC RISK REGISTER</b>		<b>15:50-16:10</b>
5	<b>Performance framework</b>	DL
5.1	To discuss the results in the balanced scorecard to end November.	(10 mins)
5.2	<b>Strategic risks</b> To receive the November risk highlights note.	DL (10 mins)
<b>GOVERNANCE</b>		<b>16:10-17:10</b>
6	<b>Code of Practice between the C&amp;AG and the Board</b>	C&AG / Chair
6.1	To review the draft Code of Practice between the C&AG and the Board.	(40 mins)
6.2	<b>Board objectives 2021-22</b> To discuss the proposed engagement plan for the Board with the wider office.	(10 mins)
6.3	<b>Audit and Risk Assurance Committee (ARAC)</b> To receive a verbal update on the outcome of the ARAC meeting on 8 December 2021.	(5 mins)
6.4	<b>Independent External Member of ARAC</b> To approve, if thought fit, the re-appointment of the Independent External Member to ARAC.	(5 mins)
6.5	<b>External Board Evaluation</b> To note the next steps and timeline for the external evaluation of the Board.	
<b>ANY OTHER BUSINESS</b>		<b>17:10-17:15</b>
7	<b>Feed-back and reflections</b>	Chair
7.1	To provide feed-back on the quality of Board papers and discussion.	
7.2	<b>Date of next meeting</b> To note the next meeting will take place on 1 February 2022.	