



National Audit Office

BOARD AGENDA

Date: 1 February 2022

Time: 10:00 – 12:30

Location: National Audit Office
15-197 Buckingham Palace Road, London SW1W 9SP – BM1 and via conference call

| 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 |
| Abdool Kara | AK | Executive Director, People |
| Daniel Lambauer | DL | Executive Director, Strategy and Resources |
| Elaine Lewis | EL | Executive Director, Financial Audit Quality |
| Attendees | | |
| Kate Mathers | KM | Executive Director, Financial Audit Service Line |
| Rebecca Sheeran | RS | Executive Director Value For Money Service Line |
| Max Tse | MT | Executive Director, Knowledge |
| Katie Clifford | KC | Head of HR Policy and Services (item 4) |
| Dan Gluckman | DG | Senior Digital Communications Manager (item 5) |
| Adrian Jenner | AJ | Director Parliamentary Relations (item 1.7) |
| John McCann | JMcC | Director HR (item 4) |
| Hannah McNicoll | HMcN | Director External Relations (item 5) |
| Benjamin Peters | BP | Head of External Communications (item 5) |
| Sade Phillips | SP | Head of Finance and Procurement (item 4 and 6) |
| Susan Ronaldson | SR | Director Audit Transformation Programme (item 2) |
| Helen Smith | HS | Specialist contractor (item 2) |
| Nigel Terrington | NT | Director Strategy (items 3 and 6) |
| Tim Valentine | TV | Director Finance (items 3 and 6) |
| Polly von der Becke | PvdB | Head of HR Policy and Services (item 4) |
| Saria Usman | SU | Head of Reporting (item 6) |
| Angus Waugh | AW | Director Digital Services (item 2) |
| Rebecca Webb | RW | Lead on Risk Management (item 6) |
| Helene Morpeth | HM | Head of Governance and Risk |
| Observer | | |
| Paul George | PG | Partner, Board Excellence |

| ITEM | AGENDA | TIMING |
|--------------------------------------|---|--------------------|
| TRANSACTIONAL BUSINESS | | 10:00-10:30 |
| 1.1 | Welcome | Chair |
| 1.2 | Apologies for Absence To receive any apologies for absence. | HM |
| 1.3 | Declarations of Interest To receive any changes to declarations of interest. | Chair |
| 1.4 | Approval of minutes To approve the minutes of the board meeting held on 14 December 2021 as an accurate record, including the publication of the minutes on the external website. | Chair |
| 1.5 | Action Log To note progress on the board action log. | HM |
| 1.6 | C&AG update To receive the C&AG's update since the last meeting. | C&AG |
| 1.7 | Parliamentary update To receive a verbal update on latest developments in Parliament | AJ |
| QUALITY | | 10:30-10:50 |
| 2 2.1 | Audit Transformation Programme (ATP) To receive and, if thought fit, to approve the ATP business case. | KM |
| FINANCE AND NATURAL RESOURCES | | 10:50-11:10 |
| 3 3.1 3.2 3.3 | Approval of documents for submission to the Public Accounts Commission (TPAC) 2022-23 NAO Strategy update and Estimate To approve the 2022-23 NAO Strategy update and Estimate. To note the NAO PCS Branch pay claim for 2022-23. Code of Practice between the C&AG and the NAO To approve the Code of Practice between the C&AG and the NAO. | DL DL |
| PEOPLE | | 11:10-11:35 |
| 4 4.1 4.2 | Review of NAO's pay framework To advice on the next steps on the review of the pay framework. NAO health service contracts To receive and, if thought fit, to approve the business case for the health service contracts. | AK DL |

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| IMPACT | | 11:35-11:50 |
| 5 5.1 | External website To receive the business case for the next step on the external website development. | DL |
| BUSINESS REPORTS / GOOD GOVERNANCE | | 11:50-12:25 |
| 6 6.1 | Performance framework To receive the balanced scorecard to end December 2021. | DL |
| 6.2 | Strategic risks To receive the strategic risk register to December 2021. | DL |
| 6.3 | Non-executive succession To consider the next steps to fill the non-executive vacancy effective from 19 October 2022. | Chair |
| ANY OTHER BUSINESS | | 12:25-12:30 |
| 7 7.1 | Feed-back and reflections To provide feed-back on the meeting of the Board. | Chair |
| 7.2 | Date and time of next meeting To note the next Board meeting will be held on 24 March 2022. | Chair |