



National Audit Office

BOARD AGENDA

Date: 24 March 2022

Time: 09:30 – 12:00

Location: National Audit Office

157-197 Buckingham Palace Road, London SW1W 9SP

To note that the formal Board meeting will be preceded by a 'workshop' on 23 March (6-7 pm) to discuss the findings from the external Board evaluation followed by an informal Board dinner

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
Jennifer Brown	JB	Parliamentary Relations Manager (item 2)
Meredith Brown	MB	HR specialist, Diversity and Inclusion (item 3)
Steven Corbishley	SC	Director, CQU (item 3)
Adrian Jenner	AJ	Director Parliamentary Relations (items 1.8 and 2)
John McCann	JMcC	Director, HR (item 3)
Laura McIntyre-Brown	LMB	Senior Analyst, Lead NAO Annual Report and Accounts (Item 3)
Hannah McNicholl	HMcN	Director, External Communications (item 2)
Sade Phillips	SP	Head of Finance and Procurement (item 5)
Shah Sandeep	SS	Senior Communications Manager (item 2)
Nigel Terrington	NT	Director Strategy (items 3 and 5)
Saria Usman	SU	Head of Reporting (item 5)
Angus Waugh	AW	Director Digital Services (item 4)
Rebecca Webb	RW	Lead on Risk Management (item 5)
Harry West	HW	Head of Information Security (item 4)
Peter Wood	PW	Director, Internal Audit and Assurance (item 4)
Helene Morpeth	HM	Head of Governance and Risk

ITEM	AGENDA	TIMING
TRANSACTIONAL BUSINESS		09:30-10:15
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 1 February 2021 as an accurate record, including the publication of the minutes on the external website.	Chair
1.5	Matters arising Public Accounts Commission (TPAC) approvals following evidence session on 1 March 2022: <ul style="list-style-type: none"> • annual NAO Strategy update and 2022-23 Estimate; and • revised Code of Practice between the NAO and C&AG. 	
1.6	Action Log To note progress on the board action log.	HM
1.7	C&AG update To receive the C&AG's update since the last meeting including a briefing on impact of sanctions.	C&AG
IMPACT		10:15-10:45
2 2.1	Feed-back on NAO's impact To receive feed-back on NAO's impact from the following key external stakeholders: <ul style="list-style-type: none"> a) Audited entities; and b) MPs. 	DL
CORPORATE REPORTING		10:45-11:10
3 3.1	Corporate annual reporting To discuss the key themes and messages to frame the suite of 2021-22 NAO corporate reports: <ul style="list-style-type: none"> a) Annual Report and Accounts; b) Diversity and Inclusion; and c) Transparency Report. 	DL/AK /EL
DELIVERY		11:10-11:25
4 4.1	Corporate delivery plans To receive the following corporate plans which enable the delivery of NAO's strategic objectives: <ul style="list-style-type: none"> a) Digital plan 2020-22 Year 3 update; and b) Information Security Assurance 2020-23 Year 3 update. 	DL
BUSINESS REPORTS / GOOD GOVERNANCE		11:25-11:50
5 5.1	Performance framework To receive the balanced scorecard to end February 2021.	DL
5.2	Strategic risks	

	To receive the strategic risk register to February 2021.	DL
5.3	Committee update To receive an update from the recent meetings of the Remuneration and Nominations Committee and the Audit and Risk Assurance Committee.	CT / GB
5.4	Non-executive succession To receive a verbal update on the next steps to fill the non-executive vacancy effective from 19 October 2022.	Chair
5.5	Executive Director appointment to the Board 2022-23 To note the non-executives have approved the C&AG's recommendation that Daniel Lambauer, Kate Mathers and Max Tse be appointed to the Board in 2022-23.	Chair
5.6	External Board evaluation To agree next steps in relation to the findings from the 2022 external Board evaluation and associated recommendations for improvement. <i>To note the findings will be circulated separately to inform the Board 'workshop' on 23 March (from 6-7 pm).</i>	Chair
ANY OTHER BUSINESS / DATE NEXT MEETING		11:50-12:00
6	Feed-back and reflections	
6.1	To provide feed-back on the meeting of the Board.	Chair
6.2	NAO Together To note the change in dates to the 'NAO Together' spring event which will now be held on 28 April and the autumn event on 20 October (via zoom from 2-4:30pm).	Chair
	Date and time of next meeting	
6.3	To note the next Board meeting will be held on 17 June 2022 in Newcastle.	
6.4	To note the outline programme for 17 June meeting will be shared via correspondence for comment.	

Items circulated below the line:

- ARAC updated terms of reference: to note the update is minor however submitted for Board approval
- RemCo programme of work in 2022: submitted for information