



National Audit Office

**National Audit Office
Board Agenda
12 December 2023: 10:30-13:00
157-197 Buckingham Palace Road, London SW1W 9SP
Blue Mezz 1**

1	Chair's welcome	• Apologies for absence • Declarations of interest	10:30
2	Regular items	• Approval of the Minutes of the October meeting • Matters arising: ◦ to note the approval by the Board of the 2023-24 Supplementary Estimate via correspondence; ◦ to note the briefing on the NAO's rental and income position in 2024-25 circulated to the Board on 15.11.23; and ◦ to note the publication of the 2022-23 Transparency Report on 16.11.23. • Action log • The C&AG's update	10:30-10:50 (20 mins)
3	Strategic discussion	• Review the outline 2024-25 Strategy update and Estimate • The Strategic Review Progress Update	10:50-11:35 (45 mins)
4	Substantial approvals	• Future of contracting out: Business Case • 2024 Code of Conduct • 2023 Diversity Pay Gap report • Preferred supplier for the external audit contract for onward transmission to TPAC, for TPAC approval	11:35-12:05 (30 mins)
5	Substantial operational matters	• Update on the Parliamentary Engagement plan • Update on the Audit Transformation Programme	12:05-12:45 (40 mins)
6	Matters for the Board to note / discuss by exception	• Performance and risk summaries • Committee updates: ◦ Update from the Chair of ARAC (meeting held 06.12.23) including confirmation of the re-appointment of the independent external member ◦ Update from the Chair of RemCo (meeting held 02.11.23) ◦ AQB minutes (meeting held 08.11.23) • Update from the Chair on non-executive appointments to the Board	12:45-13:00 (15 mins)
7	Conclusion	• Date of next meeting: 30 January 2024	

Board members		
Dame Fiona Reynolds	FR	Chair
Gaenor Bagley	GB	Non-Executive Member
Alistair Conner	AC	Non-Executive Member
Sir Martin Donnelly	MD	Non-Executive Member
Dame Clare Tickell	CT	Non-Executive Member
Gareth Davies	GD	Comptroller & Auditor General
Abdool Kara	AK	Executive Director, Local Services
Daniel Lambauer	DL	Executive Director Strategy and Resources
Rebecca Sheeran	KM	Executive Director VFM Service Line
Attendees		
Kate Mathers	KM	Executive Director Financial Audit Service Line
Elaine Lewis	EL	Executive Director Financial Audit Quality
Catherine Hope-MacLellan	CHM	Chief People Officer
Max Tse	MT	Executive Director Knowledge
David Betteley	DB	Senior Analyst (item 3)
Katie Clifford	KC	Head of HR Policies & Service (item 4)
Chloe Forbes	CF	Head of Strategy (item 3)
Adrian Jenner	AJ	Director Parliamentary Relations (item 5)
Lewis Knights	LK	Director Financial Audit Operations (item 5)
Susan Ronaldson	SR	Director ATP and Change Management (item 5)
Nigel Terrington	NT	Director Strategy
Tim Valentine	TV	Director Finance (item 3)
Helene Morpeth	HM	Head of Governance and Risk