



National Audit Office

**Appointment of
Non-Executive
Director**

August 2026

OAJXI

Saxton Bampfylde

Introduction from Michael Jary (Incoming Chair)

I am excited to be leading the search for two new non-executive members to join the NAO Board.

The NAO holds a special place at the heart of our democracy. It supports Parliament in holding government to account and helps secure better value and stronger outcomes from public spending.

This is a particularly important time to join us. As Parliament's independent public spending watchdog, the NAO sees across the full breadth of government and public services. Our work informs parliamentary scrutiny, identifies where public services can improve, promotes stronger financial management and highlights innovation across the public sector. We're entrusted to undertake work that reaches across government and expected to have a real bearing on the quality, resilience and value of services for people across the country.

Our Board brings together accomplished and committed people from a wide range of backgrounds, united by a shared dedication to public service and to the impact of the NAO's work. We are seeking two new non-executive members who will bring fresh perspectives, constructive challenge and skills that complement those of the existing Board.

One appointee will bring recent and relevant audit practice experience, possibly gained in a regulated environment, together with a strong understanding of quality, assurance and professional standards. This appointee will be expected to chair the NAO's Audit and Risk Assurance Committee. The other will bring deep knowledge of the Civil Service and wider public sector, developed through senior Whitehall leadership or significant experience of delivering public services at scale.

Together, these appointments will strengthen the Board's ability to provide independent challenge, strategic insight and effective stewardship as the NAO continues to fulfil its vital role.

One of the most rewarding aspects of the role is the opportunity to work alongside exceptional people. Our non-executive members contribute independent thinking, insight and expertise, helping the NAO navigate complex challenges and supporting the talented professionals who deliver its mission every day. We are proud of a Board culture that is open, constructive and collaborative, where rigorous challenge is underpinned by mutual respect, trust and a shared commitment to public service.

Looking ahead, the NAO has an important opportunity to support Parliament, strengthen public accountability and encourage improvement and innovation across the public sector. If you share our commitment to high-quality public services and strong public value, I hope you will consider joining us and helping to shape the future contribution of this unique and important institution.



To hear more from Michael about the role please [click here](#)



About the National Audit Office

The National Audit Office (NAO) is the UK's independent public spending watchdog. It helps Parliament to hold government to account for spending public money. In so doing, the NAO challenges the public sector to improve how it spends money and runs public services.

The NAO supports the Comptroller and Auditor General (C&AG) in his role as the statutory auditor of government departments, the BBC and a wide range of other public bodies, reporting directly to Parliament.

Not only does the NAO provide financial audits of the accounts of departments and other public bodies, but it also provides examinations into the economy, efficiency and effectiveness with which departments and public bodies have used their resources in discharging their functions.

The NAO has wide-ranging rights of access to public sector information, and the protection and support of Parliament in forming and communicating independent audit judgements.

These rights enable the NAO to provide Parliament and taxpayers with independent insight into the challenges facing government and public services.

The NAO and the Comptroller and Auditor General are statutorily independent, and this ensures NAO's work serves the public interest.

The NAO wants to help make public services better. It helps public servants identify good practice, helps Parliament to improve its understanding of the practical effects of policy, and helps government draw better connections between its decisions.

The NAO has a five-year strategy, which can be found [here](#). The NAO's ambition is to contribute to two distinct outcomes – helping to improve the productivity and resilience of public services and supporting better financial management and reporting in government. The NAO's strategy is also clear that government will need to innovate if it is to deliver effective and affordable public services. The NAO will use its public audit perspective to highlight positive examples of innovation within the public sector and take account of government's risk appetite in its audit approach.

More information on the role of the NAO and its strategy is available on the NAO's website [here](#).

National Audit Office at a glance

We are the UK's public spending watchdog and are independent of the government and the civil service.

We inform trust in government finances through our evidence-based audits and scrutinise public spending to get the best value for money for citizens.



413 accounts certified in 2025-26 relating to **c. £1.1 trillion** spent by the government each year¹



61 We published 61 value-for-money reports, including investigations and lessons learned outputs in 2025-26.



Our net operating cost was **£110 million** in 2025-26.



We play an essential role in our democracy by shining a light on government finances and helping Parliament, the media and the public to hold the government to account.



We draw together the learning from our work and share our insights to help the government improve.



We produced **six good practice guides** for government bodies in 2025-26, covering topics such as cyber security and resilience, and information reporting to enable better financial management decisions.



57 We supported 57 sessions of Parliament's Committee of Public Accounts in 2025-26, usually twice a week when Parliament was sitting.



We have around **1,100 colleagues**

based in our London and Newcastle offices, with some two-thirds qualified or training to be Chartered Accountants, and many other specialists in their field, for example data science, risk management and digital.

£24

In 2025, we recognised financial impacts from our past work equivalent to £24 for every £1 we spent in 2025-26.



96%

The government accepted or partially accepted 96% of our recommendations in the six years to 31 March 2025.



The Board

The Board plays a central role in shaping the NAO's strategic direction, ensuring effective governance and supporting the organisation's long-term success. It is responsible for:

- Promoting high standards in the management of the NAO.
- Agreeing and jointly presenting the strategy and budget for the NAO with the Comptroller and Auditor General (C&AG).
- Ensuring that the NAO functions effectively so that the C&AG can fulfil his responsibilities.
- Providing support and advice to the C&AG in his duties.
- Bringing independent thought, through non-executive directors' experience outside the NAO who contribute independent challenge, external perspective and specialist expertise.

The NAO Board consists of five non-executive directors including the Chair; the C&AG, Gareth Davies, who is a permanent member; and three executive directors. The Board is currently chaired by Dame Fiona Reynolds whose term concludes on 9 January 2027. Michael Jary will take up the role from 10 January 2027. The two departing Board Members are Gaenor Bagley and Sir Martin Donnelly who have both reached the end of their six-year terms.

The non-executive directors play an active role in ensuring that the NAO operates effectively and efficiently. They support the development of the NAO's strategy and provide independent challenge and oversight in relation to corporate assurance and governance.

In carrying out this role, the responsibilities of the non-executive directors include:

- serving as members of the Board's two committees; and
- attending other meetings as required by the Chair.

The Audit and Risk Assurance Committee (ARAC) is responsible for reviewing and providing assurance to the Board on the effectiveness of NAO's internal controls, risk management framework, the integrity of the financial statements, including the statement that relates to NAO's financial impact, and overseeing the external audit process.

The Remuneration and Nominations Committee (RemCo) is responsible for the remuneration framework for Executive Directors and, within that framework, determines individual remuneration outcomes, in consultation with the C&AG and the Chair of the Board. The Committee also supports the Board on strategic people related matters.

In addition, the C&AG has established the Audit Quality Board to advise him on the effectiveness of controls to support audit quality.

Person specification

The Board is keen to attract two non-executive directors with a diverse range of experience, backgrounds and skills, each operating at a senior level. The Board is seeking individuals who can make a significant contribution to the Board's overall collective strategic capability rather than individual, standalone skill sets.

The Board has identified the following mix of skills, experience and personal qualities as important:

- Senior Whitehall leadership / cross-government policy delivery.
- Senior audit, risk and assurance expertise demonstrated in the context of leadership of a regulated practice.
- Understanding of organisational culture, behaviours and leadership.
- Experience of leading and overseeing organisational transformation, productivity improvement or major service reform in complex organisations.

Candidates may include individuals who already hold a small portfolio of non-executive director roles, as well as senior leaders seeking to take on their first non-executive appointment.

For one of the appointments, the successful candidate will be expected to chair the Audit and Risk Assurance Committee (ARAC) and, in due course, assume the role of chair of the Audit Quality Board. We are therefore seeking candidates who have prior experience of chairing audit, risk or assurance committees, or equivalent senior-level experience in audit, risk and assurance oversight in a regulated practice context.

Further information on the role of the Board can be found here: <https://www.nao.org.uk/about-us/governance/nao-board/>

Personal Qualities

Candidates will be intellectually curious and keen to contribute to an open, thoughtful and constructive Board culture. They will be confident in offering their thoughts and ideas from early on in their tenure. They will feel comfortable communicating with a wide range of individuals; work effectively as part of a team with a constructive style, and be able to challenge existing practices and identify new and better ways of working to deliver business outcomes. Candidates should be committed to public service values and the NAO's mission, with an appreciation of wider societal issues, including sustainability, diversity, equity and inclusion.

Further useful Information on the NAO

[2025-2030 NAO Strategy](#)

[2025-2026 NAO Annual Report and Accounts](#)

[2025-26 NAO-Transparency-Report](#)

[2025-26 Diversity and Inclusion report](#)

[2025 Value for money review on NAO's governance](#)



Terms of appointment

The appointment, which is subject to confirmation by the Public Accounts Commission, would be made for a term of three years. The appointment is renewable for a further final three years.

The time commitment for the post is expected to be approximately two days per month. The remuneration is agreed by the Public Accounts Commission. The role is not eligible for a pension. Board and Committee meetings are normally held at our London headquarters, except for one annual Board meeting held at our Newcastle offices.

The remuneration for the NAO Non-Executive Director is currently £20,000.

Key dates in the process are as follows:

Closing Date: 28 September

Longlisting: 12th October

Interviews with Saxton Bampfylde Consultant: w/c 19th & 26th October

Shortlisting: 5th November

Optional informal conversations for shortlisted candidates with the C&AG and incoming Chair: w/c 9th November

Interviews: 12th and 16th November

TPAC Appointment Hearing: December – w/c 7 or 14 December TBC

Conflicts of Interest

It is essential that the NAO upholds and is seen to uphold the highest standards of propriety in its governance. Because the NAO serves as the external auditor of government, individuals who hold executive or non-executive positions within organisations audited by the NAO cannot be appointed as non-executive directors of the NAO Board.

The successful candidates will need to comply with the NAO's [code of conduct](#) and sign the Official Secrets Act. All candidates need to fill in the political activity and conflicts of interest form.

Due diligence

As part of the NAO's due diligence checks they will consider anything in the public domain related to your conduct or professional capacity. This will include undertaking searches of previous public statements and social media, blogs and other publicly available information. This information may be made available to the Panel, and they may wish to explore issues with you, should you be invited to interview.

How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the NAO on this appointment.

Candidates should apply for this role through our website at **roles.saxbam.com** using code **OAJXI**.

Click on the 'apply' button and follow the instructions to upload a CV, cover letter (no more than 2 A4 pages) and completed political activity and conflicts of interest questionnaire. In addition please complete the online equal opportunities monitoring form which will not be shared with anyone involved in assessing your application.

The closing date for applications is noon on **Monday 28 September**.

Equality, Diversity and Inclusion

The NAO is strongly committed to improving the diversity of its people, and this ambition extends equally to the Board. We are committed to building a workforce that reflects the diversity of the communities we serve and to creating an inclusive environment where everyone feels valued, supported and able to contribute fully. We recognise that diversity of thought, skills and experience strengthens our work and supports better outcomes. We therefore welcome applications from candidates from all backgrounds and particularly encourage applications from groups that are currently underrepresented at senior levels. Appointments will be made on merit, following a fair and open process.

Disability Confident Employer

The NAO is an accredited 'Disability Confident Employer' under the government's Disability Confident Scheme which denotes organisations that have a positive commitment towards disabled people. We guarantee to interview anyone with a disability whose application meets the minimum criteria for the role. If you wish to claim a guaranteed interview, you should declare so at the point you submit your application.

GDPR personal data notice

According to GDPR guidelines, we are only able to process your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, genetic data, biometric data, health, sex life, or sexual orientation) with your express consent. You will be asked to complete a consent form when you apply and please do not include any Sensitive Personal Data within your CV (although this can be included in your covering letter if you wish to do so), remembering also not to include contact details for referees without their prior agreement.

Nationality Requirement:

- UK Nationals
- Nationals of Commonwealth countries who have the right to work in the UK
- Nationals from the EU, EEA or Switzerland with (or eligible for) status under the European Union Settlement Scheme (EUSS)

Please be aware that we do not provide sponsorship for work visas for these positions. Applicants must already meet the nationality requirements outlined above.



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