



National Audit Office

# Candidate Profile

## **Chief Digital and Information Officer**

**May 2026**

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# Welcome

The NAO plays an essential role in our democracy, helping Parliament hold government to account for public spending and supporting improvement in value for money. We do this through auditing and reporting on the financial accounts of all government departments and national public bodies and examining and reporting on the value for money of how public money has been spent.

Our work has arguably never been more important. Government today faces an era of unprecedented complexity, grappling with global issues like climate change, rapid technological development and increased security threats, while striving to provide modern and affordable public services that meet the needs and expectations of today's society.

Innovation is playing an increasingly prominent role in meeting the growing demands of public services with constrained resources, and it is central to how we at the NAO, serve Parliament and the public. Government delivery is becoming more data-driven and technologically complex, and rapid technological change is creating new opportunities to improve efficiency and strengthen audit methodologies across the profession.

Smart investment in digital, data and technology innovation will be key to our impact moving forward. We have already invested in a modern audit methodology and software platform, and we've embraced data analytics capability and digital audit, enhancing quality, insight, productivity and resilience. But this is only the start of our journey. The future of audit is likely to be defined by a range of developments, including agentic AI which could be game changing. In order to grasp the opportunities these developments offer, we're very excited to appoint our first Executive level Chief Digital and Information Officer; a role that will be as central to our organisation and leadership as digital is to our mission.

This is a rare opportunity to shape the future of digital, data and technology leadership at the very heart of the NAO. Operating at the organisation's most senior level, you will work closely with exceptional colleagues and strategic partners, advising the NAO Board while providing inclusive, inspirational leadership to a growing team. Together, you will push the boundaries of what is possible through innovation in digital, data and technology. In doing so, you will make a lasting contribution not only to the NAO, but to peer institutions and the wider public service.

This role is for someone with strong digital and technology skills, who can create and deliver a clear vision and drive positive change while operating with the utmost independence and integrity.

If this sounds like the challenge for you, we look forward to hearing from you.



**Gareth Davies**  
Comptroller and Auditor General

# About the NAO

The National Audit Office (NAO) is the UK's independent public spending watchdog. We support Parliament in holding government to account and we help improve public services through our high-quality audits. We are independent of government and the civil service.

The Comptroller and Auditor General (C&AG), Gareth Davies, leads the NAO. He is an Officer of the House of Commons and has statutory authority to:

- audit and report on the financial accounts of all government departments and other public bodies
- examine and report on the value for money of how public money has been spent.

We support the work of the Public Accounts Committee (PAC). It uses our reports to hold evidence sessions focused on public spending and scrutinising the implementation of government policy. Audited bodies are required to respond to recommendations made by PAC, which are often based on our work.

In 2024, the NAO's work led to a positive financial impact through reduced costs, improved service delivery, or other benefits to citizens, of £5.3 billion.

## Our work

Our people are experts in a wide range of specialisms. We work together to audit public spending and share our insights to drive improvements in the public sector.

### Financial audit

We provide an independent audit opinion on around 400 accounts per year. The C&AG certifies these accounts and reports the results to Parliament.

We audit public sector accounts, including:

- All government departments
- Executive agencies
- Arm's-length bodies
- Companies, audited under statute or on a voluntary basis
- Some charities

Our work provides increased transparency that money is spent in line with Parliament's intention. It gives government bodies the insight they need to manage taxpayers' money more effectively. Find out more about our [financial audit work](#).

### Value for money

We report to Parliament on whether government is delivering value for money.

We define good value for money as the optimal use of resources (economy, efficiency and effectiveness) to achieve the intended policy outcomes.

We publish around 60 value-for-money reports per year. These reports are impactful, timely and relevant and respond to complex challenges facing government. We make [recommendations](#) in these reports on how government can achieve value for money and improve services.

We also publish responsive reports to establish facts where there are concerns about emerging public spending issues.

See our latest [value for money reports](#).

## Insights

Our [insight teams](#) provide insights and expertise, helping to improve the productivity and resilience of public services.

We draw these from our extensive work focused on the issues that are a priority for government, where we observe both innovations and recurring issues.

Our insight work includes:

- [Lessons learned publications](#) – these draw together what we know on cross-cutting issues that matter to government
- [Good practice guides](#) – helpful overviews that provide practical tips to help stakeholders involved in delivering or overseeing public services

See our latest [insight publications](#).

## Overviews

We publish factual overviews of government departments to assist Parliamentary select committees in their examination of spending and performance.

The overviews look at the structure, remit, plans and budget of the departments. They summarise the key information and insights that can be gained from our work.

See our latest [overviews](#).

## Other work

### International work

Our international work helps us and other audit offices across the world learn from each other to strengthen our efficiency and insight. We have three areas of work:

- International relations – we work with other audit institutions and international forums to share experiences and collaborate on global audit issues
- International audit – we are the external auditor of some international organisations
- Technical cooperation – we help audit institutions in countries that receive UK aid

## Governance of the NAO

The Budget Responsibility and National Audit Act 2011 established the NAO as a legal entity with a statutory Board to support the Comptroller and Auditor General's statutory functions. Our governance arrangements ensure that we operate effectively and transparently with due oversight while maintaining our independence.

The Comptroller and Auditor General (C&AG), Gareth Davies, is the head of the NAO. He is an Officer of the House of Commons and independent of government. The C&AG was appointed by HM The Queen on 1 June 2019, for a term of 10 years.

Parliament holds the C&AG and the NAO to account through the Public Accounts Commission (TPAC). TPAC appoints the NAO's non-executive Board members and external auditor and scrutinises the NAO's budget and performance.

## NAO Board

The Board ensures effective oversight and shapes the strategic thinking of the NAO. 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 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 members' experience outside the NAO

The Board has five non-executive and four executive members including the C&AG. The Chair of the Board, Dame Fiona Reynolds, was appointed by HM The Queen on 10 January 2021, following confirmation by Parliament. She was reappointed as chair of the NAO by HM The King for a further final three-year term commencing on 10 January 2024. The Public Accounts Commission (TPAC) appoints the other four non-executive members.

## Executive Team

The Executive Team is responsible for supporting the C&AG in running the NAO. It currently comprises six Executive Directors (including one job share) in addition to the C&AG who chairs its meetings. This is a close-knit team who work collaboratively to lead the organisation.

Find out more about [the Executive Team](#) and their areas of responsibility.

## Our Strategy and impact

Our [NAO Strategy 2025-2030: Trust, Value, Impact](#) sets out how we will contribute to improved productivity and resilience of public services and better financial management and reporting in government. By working effectively with Parliament and our other stakeholders, we aim to maximise our impact on trust and value for money.

Our work helps Parliament scrutinise government, achieves a positive financial impact and makes a difference to people's lives through reduced costs, improved service delivery and other benefits to citizens. We report on issues that matter to people – for example, our work on government's [progress in achieving net zero](#), our reports on the [HS2 programme](#), and our report on the [condition of school buildings](#). Our 2024-25 programme of 60 value-for-money (VFM) reports in support of the Committee of Public Accounts covered significant areas of public spending, including support for children and young people with special educational needs, NHS elective healthcare and the cost of the tax system.

## People and Culture

Working for the NAO is purposeful, rewarding, interesting and challenging because we influence positive change in how effectively public services are provided. We support our people to develop the skills they need for all stages of their careers, focusing on those capabilities that address the priorities in our strategy, to produce high-quality work consistently and to influence effectively. We are committed to our values: We act with courage and integrity. We are inclusive and respectful. We are curious and seek to learn. We strive for excellence.

We need to represent the public we serve and want to continue to build on the positive progress we made under our last strategy on diversity and inclusion. We want our people to feel fairly rewarded and recognised for the work they do and supported with their wellbeing.

Our **People Deal** sets out the key elements of what the NAO offers and what makes the NAO a great place to work. The Deal also describes what we expect of colleagues in return.

### **Purpose**

Make a unique impact supporting accountability for public spending and influencing positive change

### **Inclusion**

Work in an inclusive culture that empowers you and your team to be at your best

### **Growth**

Develop and grow at all stages of a varied and fulfilling career

### **Wellbeing**

Feel valued by an organisation that rewards you fairly and cares about your wellbeing

## Diversity and Inclusion

Diversity and Inclusion (D&I) is about seeing people as unique individuals and embracing all identities and perspectives. At the NAO we foster belonging by recognising and valuing individual differences, celebrating the unique perspective and insights each of us brings.

We launched our last D&I Strategy in 2021 with the ambition to be an exemplar organisation for D&I, one that others look to learn from. To build on this work we have developed our new D&I Strategy for 2026-30, designed to continue with our progress and support our [overarching NAO Strategy 2025-2030](#).

Our Diversity & Inclusion Strategy 2026-2030 supports us to achieve our business objectives and build our culture. We aim to recruit, develop and retain talented people with the skills we need, whatever their background. The strategy focuses on measurable actions in priority areas, ensuring real progress. It sets out three priority areas:

- Improving diversity at senior levels, particularly for under-represented groups
- A consistent understanding of, and behaviours in support of, inclusivity at all levels of the organisation
- We effectively use our D&I data and insights, taking a strategic and coordinated approach to data sharing and reporting.

Progress against the strategy will be measured against a clear set of metrics agreed by our Executive Team and Board.

## Digital, Data, AI and Innovation at the NAO

Our most significant digital investment in recent years has been in our audit software. Apex, our strategic audit platform, was developed and built in-house with our technology partner Node4 as a core part of our audit transformation programme. Following piloting, Apex was fully rolled out across the financial audit service line in autumn 2023, and we are now using it for our third full audit cycle. Apex is now embedded in how we deliver audit. It brings greater automation and standardisation to audit delivery and provides a robust digital foundation that supports stronger professional judgement, high quality assurance and insight. Building on the progress already made, there is a significant opportunity to further realise the benefits of the platform — including through the safe and responsible application of AI — as we continue to evolve our approach to technology-enabled, high-quality public audit.

Our current Digital Plan 2026-2027 is intentionally short-term, designed to improve specific capabilities for digital and data to enable innovation, improve productivity and grow our resilience. Its delivery will lay the foundations for future iterations and our new CDIO will take the baton on our future direction.

Focus this year will be on rapidly scaling our secure digital development capabilities to meet the demand of our audit and central teams and to keep pace with rapidly evolving technologies, opportunities and threats. We are excited by the potential of emerging digital and data technologies, but we must also adapt and change culturally if we are to maximise what they can offer.

In summary, the current iteration of the NAO Digital Plan moves us from a ‘cloud-first’ technology destination strategy towards an outcome-driven digital plan which focusses on business-outcomes, with cloud, AI and data transitioning us to a more data-led organisation.

We need to adapt to keep pace – both internally and externally; digital technology is now at the heart of everything we do, data and insight are the core components of everything we produce. It is vital therefore that we have effective methods for managing and sustaining our

digital estate. It is equally vital that we have the right environment, architectures and approaches to enable frictionless, scalable digital innovation and development to ensure that our audit teams are equipped with the best possible digital capabilities to do their work.

This interim roadmap is not about a huge uplift in capabilities or a radical shift in approach – we are on a direction of travel to ensure that we are not at the leading edge of technology developments. Instead, we remain fast-followers of relevant, appropriate technology jumps, while ensuring that we continue to utilise robust, resilient and secure digital capabilities and systems.

What will the NAO do in this strategy period?

1. Introduce AI and other analytics approaches in an agile and considered way so that we maximise the benefits.
2. Establish a data and analytics strategy for how we access, collect, manage and analyse data to support our future audit approach and help us innovate.
3. Strengthen our overarching approach to data and content management and governance, including the technological infrastructure, controls and processes needed to carry out our audit work so that it is efficient, high-quality and secure
4. Ensure our Information Security capability is proportionate to an increased threat environment, focused on securing access, and minimising data loss risks.

# Role Description

<b>Reports to:</b>	Gareth Davies, Comptroller and Auditor General
<b>Key relationships:</b>	Executive Team peer group NAO Advisory Board Counterparts in wider government and the public sector Strategic suppliers
<b>Responsible for:</b>	Direct leadership of a team of c. 60 colleagues at present spanning a broad range of IT and Technology capabilities including Digital Operations, Business and Resource Management, Digital Applications, Cloud, and Data and AI.  The CDIO will also be responsible for leading a wider data and analytics community across the NAO and building an enterprise-wide approach to digital and data literacy.

## Overview of the role

Reporting to the Comptroller & Auditor General, you will set a compelling vision for digital, data, AI and technology innovation at the NAO, shaping strategy and delivery as a highly visible and active member of the Executive Team. Working collaboratively across a matrix of colleagues and partners, you will act as a key change agent, continuously challenging and evolving the digital, data and technology operating model to maximise organisational agility and ensure the NAO is fit for the future. This will enable us to take full and appropriate advantage of emerging technologies and modern ways of working in support of outstanding performance and external impact.

With a genuine interest in the NAO's audit work, you will work closely with the Executive leaders responsible for financial and value for money audit, shaping and embedding digital approaches within audit methodology to strengthen quality, insight, efficiency and resilience.

Operating with authority and presence, you will provide clear advice to the Board and offer constructive challenge across the organisation, translating ambition into sustained delivery.

You will raise standards and enhance organisational resilience by leading the NAO's strategic and operational approach to cyber and information security, ensuring strong governance and trust underpin everything we do. You will also bring a strong external perspective, investing time in relevant networks both within and beyond the audit community to test assumptions, challenge our thinking and push the boundaries of what is possible.

This is a significant leadership role requiring inspiring, inclusive and developmental leadership of a growing, multidisciplinary team. You will ensure that people have the capabilities and confidence to continue raising the bar on digital, data, AI and technology provision, fostering a culture of innovation and change. Success will be reflected in the delivery of user-centred, interoperable platforms, products and services, underpinned by modern engineering practices and robust security and governance.

Collaboration and influence will be fundamental to your success. You will work closely with colleagues and stakeholders to co-create solutions, balance competing priorities and build

alignment around shared outcomes, championing adoption and practical implementation of technology that enables directorates to embed new approaches and accelerate the NAO's impact and performance.

## **Key Responsibilities**

### **1. Strategic Digital Leadership**

- Develop and deliver a clear, ambitious digital, data and AI strategy aligned to the NAO Strategy 2025–2029.
- Scan the horizon and anticipate developments in data analytics, AI, and emerging technologies relevant to the NAO. Work in close partnership with Executives responsible for financial and value for money audit to deliver digital audit methodologies that ensure the NAO keeps pace with the audit profession and wider public sector.
- Ensure the NAO has the necessary architecture (including data and technology architecture), standards, and protocols to support scalability, reusability, and interoperability of systems across the NAO's audited bodies.
- Provide clear and confident advice on investment priorities to deliver priority outcomes and productivity improvements.
- Ensure that digital transformation is delivered effectively, supported by change and enablement strategies, and that investments deliver the promised benefits.

### **2. Digital Operations and Resilience**

- Ensure secure, reliable core technology infrastructure and services, maintaining robust operational performance and business continuity.
- Maintain and improve cyber security and data loss prevention controls to reduce risks in a dynamic threat environment.
- Modernise and streamline digital operations, including legacy remediation and adoption of cloud, automation, and modern engineering practices. Ensure operating and sourcing models are fit for purpose.

### **3. Data, AI and Innovation Capability**

- Set a clear vision and lead the development and delivery of the NAO's data strategy, including responsible use of data, analytics, and AI to support audit quality, efficiency, and insight.
- Set and oversee the vision, strategy, governance, and operating model for how AI is adopted, scaled, and trusted across the NAO.
- Foster innovation and recommend where new technologies can improve resilience, productivity, and audit insight. Establish modern development environments, clear governance, and pathways for experimentation and adoption of new technologies.

#### **4. Executive Leadership & Organisational Influence**

- Provide expert digital counsel to the Comptroller & Auditor General (C&AG), Board and Executive Team.
- Foster digital competence and confidence across directorates so that digital permeates organisational decision-making and audit methodology, and maximises efficiency, impact and return from investment.
- Working with the Executive Team, lead a digital literacy strategy and workforce plan to ensure the NAO has the skills, capabilities, mindset, and culture to deliver.
- Represent the NAO externally on digital and data matters, engaging with senior stakeholders across government, the audit profession, and technology sectors.

#### **5. Programme & Portfolio Leadership**

- Lead transformation programmes that enhance the NAO's digital and data capabilities, ensuring structured programme management, strong governance, and clear value delivery.
- Drive continuous improvement in enterprise architecture, systems design, and technology decision-making.

## **Candidate Profile**

We are seeking an exceptional senior leader with:

1. **Strategic Vision and Outcomes:** Proven experience of setting a clear digital or technology vision and translate it into measurable outcomes in complex, multi-stakeholder environments.
2. **Product, Platform and Integration:** Experience leading the development of digital products or platforms, including co-design with users, integration across systems, and driving adoption at scale.
3. **Technology Operations and Assurance:** Sufficient depth of technology leadership to take accountability for resilient, secure and well-governed digital operations, including cyber security, architecture and service continuity.
4. **Data-Informed Innovation:** Strong understanding of how data, analytics and emerging technologies (including AI) can be used to improve insight, decision-making and risk management, and the judgement to apply them credibly in an evidence-based environment such as audit.
5. **Commercial Judgement and Value:** Demonstrated ability to balance innovation with affordability, manage budgets and ensure digital investment delivers clear, measurable value for users.

6. Influence, Collaboration & Sector Engagement: Credibility and skill in engaging senior leaders, aligning diverse interests and delivering shared outcomes across complex organisational or sector ecosystems.

## **Essential Experience & Capabilities**

### **Digital and Technology Leadership**

- A strong track record of leading digital, information and technology functions at scale within complex, regulated organisations, ideally as a CIO, CDO, CDIO, or equivalent.
- Experience modernising digital, data and technology operations, managing complex technology estates, and delivering resilient, secure, reliable products and services.
- Experience leading and implementing technology and data architecture, with a proven record of translating organisational strategy into architectural intent.
- Deep understanding of digital engineering disciplines, including operations, infrastructure, cyber security, software development, AI and data science.
- Experience identifying, evaluating, and implementing emerging technologies, able to embed an innovation culture and appetite for improved ways of working in both the function and broader NAO.

### **Transformation in Regulated or Complex Environments**

- Experience delivering significant digital, data and technology transformation within a data-rich environment.
- Ability to navigate governance, assurance, risk, and compliance frameworks effectively.
- Proven experience delivering complex, multi-year transformation programmes, managing legacy systems and technical debt, and navigating organisational constraints.

### **Data, AI and Innovation Expertise**

- Experience building or leading data, analytics, AI, or digital innovation functions.
- Understanding of the opportunities and risks associated with emerging technologies and data across the public and private sectors, able to support the Board and Executive in related decision making.

### **Commercial and Financial Leadership**

- Strong financial management skills, with experience overseeing budgets and securing return from investment for digital, data and technology initiatives.
- Experience of establishing and maximising strategic partnerships with suppliers and collaborators that deliver value for money.

## **People, Organisational and Cultural Leadership**

- Inspirational leadership style; proven ability to build high-performing teams and nurture digital, data and technology talent.
- Strong communication, influencing, and stakeholder engagement skills at Board and senior executive levels.
- Demonstrated success in promoting and facilitating collaboration between digital functions and wider business units to achieve shared goals.

## **Desirable Experience & Capabilities**

### **Public Sector Understanding**

- Experience working with public sector data, digital services, or government-wide transformation programmes.
- Understanding of audit environments would be beneficial but is not essential.

## **Personal Attributes**

- Strategic thinker with the ability to articulate and secure support at all levels for a compelling digital vision.
- Collaborative and relationship orientated. Operates with humility and credibility.
- Commercially adept and financially astute, able to establish and maximise a range of value for money strategic partnerships and collaborations in support of strategic progress.
- Resilient, adaptable, and comfortable leading in a rapidly evolving technological environment.
- Exceptional relationship builder with excellent interpersonal and communication skills, able to secure support for digital and innovation enabled changes to culture and ways of working.
- Politically astute, pragmatic and diplomatic, with excellent judgement and common sense. Open, engaging and candid.
- Confidence and gravitas to challenge constructively, say 'no' when necessary, and clearly articulate rationale to senior stakeholders.
- An agile leader and adaptable, able to flex in line with events and changing circumstances.
- Externally credible, with the experience and track record to maximise the NAO's reputation. Operates with influence, and impact.
- Strong personal integrity, able to uphold organisational values in line with good corporate governance.
- Committed to public service values and the NAO's mission. Appreciation of societal issues including sustainability and diversity, equity and inclusion.

## Reward

- **Contract type**  
The appointment will be on a full time, permanent basis.
- **Salary**  
£165,00-£185,000 dependent on experience.
- **Location**  
The role is based in London, with an expectation of regular on-site presence (minimum two days per week). Travel to NAO and other sites as necessary to fulfil the responsibilities of the role.
- **Security Check Clearance**  
Please note: if successful, you will be required to undertake and maintain Security Check (SC) level clearance as part of this role.
- **Conflicts of interest**  
It is essential that the NAO upholds, and is seen to uphold, the highest standards of propriety and political independence in its governance. Potential candidates must ensure that they do not hold any non-executive posts, any other appointments, or any other interests including political affiliations or roles which may conflict with their NAO position or could compromise the NAO's independence from any political influence.

### **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 this position. Applicants must already meet the nationality requirements outlined above. If you have any questions regarding your eligibility, please contact [stephanie.wilson@gatenbysanderson.com](mailto:stephanie.wilson@gatenbysanderson.com)

# Benefits

## 1. Pension scheme

NAO staff are eligible to join the Principal Civil Service Pension Scheme, with new starters automatically enrolled and the option to opt out if preferred. The NAO contributes to whichever pension scheme staff select. Further information about the different pension schemes available can be provided upon request.

## 2. Group life insurance scheme

In addition to the death in service benefit already provided under the Principal Civil Service Pension Scheme (PCSPS) the NAO has an additional Group Life Scheme. Further information can be provided upon request.

## 3. Group travel insurance scheme

The scheme covers business trips undertaken on behalf of the NAO where the Insured Person is under 70 years of age at the commencement of the trip, unless declared to and agreed by the underwriters.

## 4. Childcare voucher scheme

A salary-sacrifice scheme requires you to pay for childcare vouchers by giving up a proportion of your salary equivalent to the value of the vouchers you claim. As the sacrifice is made from your salary before the deduction of income tax and national insurance (NI) you will benefit from tax relief and a reduced NI contribution.

## 5. Cycle to work scheme

A tax-free Cycle to Work Scheme is offered to NAO staff by Cyclescheme Ltd. The scheme allows you to obtain a bicycle (for use wholly or mainly for travel to and from work) and safety equipment by hire agreement.

## 6. Salary advances for rental deposit loans

The rental deposit salary advance scheme assists employees in meeting the costs of deposits for privately rented homes that they intend to live in.

## 7. Annual leave including public holidays

- 35 days annual leave including public holidays
- Flexible working
- Hybrid working post-induction. Minimum of 2 days a week in office
- Inclusive and support work environment
- Employee Networks including LGBTQ+ Network, disAbility Network, Social Mobility Network, Women's Network, NAOSSA (Sports & Social Association) and more
- Health and Wellbeing support

## 8. Other concessions for NAO staff

- a. Professional Subscriptions
- b. Advances for season ticket purchase
- c. Gymnasium membership subsidy

# How to apply

You can apply for this role via our recruitment partners GatenbySanderson via [gatenbysanderson.com/job/GSe131079](https://gatenbysanderson.com/job/GSe131079).

For an informal discuss about the role please contact:

Russell Brandon via <mailto:russell.brandon@gatenbysanderson.com>  
or Stephanie Wilson via [stephanie.wilson@gatenbysanderson.com](mailto:stephanie.wilson@gatenbysanderson.com)

To apply, please register your details via the link above, and submit the following, no later than TBC

1. **A CV setting out your career history**, highlighting your key responsibilities and achievements in your current and previous roles. Please ensure you have provided reasons for any gaps, especially within the past two years.
2. **A supporting statement** (of no more than 2 pages) detailing your motivation for applying for this role and details of how you can address the Essential and Desirable criteria in the Person Specification and how your values align with those of the UK Cyber Security Council. It would be particularly helpful to cite examples of your achievements and skills, making clear the difference that you personally made to the events you describe.
3. **Daytime, evening and/or mobile telephone numbers** as well as your personal email address (to be used with discretion).

**Contact details for two referees.** Referees should be people who can comment authoritatively on you as a person and as an employee /colleague. Prior to taking any references, we will refer back to you for confirmation that referees may be approached before any contact is made with them. **A completed diversity monitoring form.**

4. **Details of any reasonable adjustments** you need to access any part of the process.

Should you have any queries regarding the application process, please contact Toria Lorman-Connolly via [toria.lorman-connolly@gatenbysanderson.com](mailto:toria.lorman-connolly@gatenbysanderson.com).

## Equality, Diversity, and Inclusion

Our commitment to equality, diversity and inclusion is central to who we are as an organisation and how we deliver our work. 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.

We are committed to fair and inclusive recruitment processes and will work with candidates to ensure they are able to demonstrate their skills and experience at every stage.

**Reasonable Adjustments and Guaranteed Interview Scheme**

We are committed to ensuring our recruitment process is inclusive and accessible to all. If you require any reasonable adjustments at any stage of the recruitment process, please let us know and we will work with you to provide appropriate support.

The NAO operates a Guaranteed Interview Scheme (GIS) for candidates who meet the essential criteria for the role and who identify as disabled. Where criteria are met, candidates will be progressed in line with the scheme.

Further information about reasonable adjustments and the Guaranteed Interview Scheme is available on request.