



National Audit Office

A SHORT GUIDE

The NAO's work on the Department for Business, Innovation and Skills



National Audit Office

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This short guide is one of 17 we have produced covering our work on each major government department. It summarises our work during the last Parliament, reflecting programmes and spending before the May 2010 General Election, and as such does not reflect changes introduced by the new Government.

These guides are designed to provide Members of Parliament, and particularly select committees, with a quick and accessible overview of our recent work and how we can help with the scrutiny of government. The guides are not intended to provide an overall assessment of the departments' performance but simply to illustrate, with examples, the range of our work. Where the examples refer to specific weaknesses and recommendations, departments have in many cases taken action since to address them.

In the last year, we also supported the Business, Innovation and Skills Select Committee by preparing Performance Briefings which gave an overview of the work and performance of the former Department for Business, Enterprise and Regulatory Reform and the former Department for Innovation, Universities and Skills. We will continue to support all select committees in 2010-11, providing further briefing on each major department, and supporting specific inquiries where our expertise and perspective can add value.

introduction

about

About the Department

The Department's responsibilities

The Department for Business, Innovation and Skills (the Department) is responsible for government policy on: science and research; innovation; enterprise and business; fair markets; better regulation; universities and skills; regional economic development; the Shareholder Executive; and UK Trade and Investment (which reports to both the Department and the Foreign and Commonwealth Office).

The Department was created in June 2009 to bring the key levers of the economy together in one place. It was formed by merging the former Department for Innovation, Universities and Skills and the former Department for Business, Enterprise and Regulatory Reform. These departments had themselves been created as a result of earlier machinery of government changes in June 2007.

Where the Department spends its money

The Department devolves most of its delivery to 70 delivery partners, including 37 non-departmental public bodies (Appendix 1). The largest include the Higher Education Funding Council for England, the Skills Funding Agency, seven Research Councils, and eight Regional Development Agencies. Despite their size, the range of smaller bodies, such as the Competition Commission and the Local Better Regulation Office, play a key role in delivering departmental objectives.

With a budget of £22 billion for 2009-10, the Department is the sixth largest spending department in central government. Some 70 per cent of departmental expenditure is channelled through the arm's length bodies.

The Department currently employs around 8,000 staff including those within its executive agencies, of which 3,900 are employed by the core Department. An additional 1,050 people work for UK Trade and Investment in the UK.

The Department's most significant expenditure for 2009-10 is shown in the **figure opposite**.

The Department is reviewing its arm's length bodies, and it is anticipated that some will be abolished or merged in 2010-11.

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WORK IN THIS SECTOR VISIT
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Where the money goes



NOTES

- 1 Funds flows are based on 2009-10 Estimates published in Spring 2010, the first set of figures on the merged Department.
- 2 In addition to the above bodies the Department is involved in policy that concerns the activities of a number of other bodies that are independent of the Department. These other bodies include Exchequer funded non-Ministerial Departments (Postcomm, Office of Fair Trading, Office of Communications and the Export Credit Guarantee Department). In addition Companies House and the Intellectual Property Office are Executive Agencies of the Department but are trading funds and financially independent.
- 3 The Department, along with the Foreign and Commonwealth Office, also meets the administration costs of UK Trade and Investment, with the Department for Business, Innovation and Skills responsible for UK costs and Foreign and Commonwealth Office responsible for overseas costs.
- 4 The Skills Funding Agency and Young People's Learning Agency (YPLA) are successor bodies to the Learning and Skills Council which was abolished on 31 March 2010. The YPLA is sponsored by the Department for Education.

financial management

Financial management

The ability of departments to control costs and drive out waste requires professional financial management and reporting. In particular, departments need to be better at linking costs to services and benchmarking performance to determine whether costs are justified and value for money can be improved. To provide assurance that resources are being appropriately managed and controlled, organisations have to publish Statements on Internal Control with their annual financial statements.¹

Financial governance and reporting

We audit the accounts of the Department and 45 of its delivery partners. Our audit work involves understanding the business of each organisation, examining internal controls, agreeing the accounting policies, auditing their transactions, liabilities and assets and confirming that the accounts present a true and fair view. We also consider whether the transactions of the Department are in accordance with Parliament's intentions.

The Department has faced the major task for 2009-10 of consolidating the financial systems of the two former departments. The first set of accounts for the new Department covering the financial year 2009-10 is due to be published in July 2010. The resource accounts for the two predecessor departments received unqualified audit certificates in 2008-09 and 2007-08.

The accounts of the Department's sponsored bodies have, with one exception, also received unqualified audit certificates in recent years. In July 2009, we qualified the Combined UK Atomic Energy Authority Pension Schemes accounts for 2008-09 for a breach in Parliamentary control. The Department has responsibility for producing these accounts. The net resource expenditure of the schemes had exceeded the £280 million limit approved by Parliament by £6.4 million. This had followed a similar qualification in 2007-08. To address these issues the Department has taken steps to strengthen its sponsorship role of the Pension Schemes.

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¹ NAO Strategy 2010-11 to 2012-13, www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx

Each year departmental Accounting Officers are required to sign a Statement on Internal Control which declares their approach to and responsibility for managing risk, internal control and corporate governance. We work with the Department and its sponsored bodies to improve their published Statements on Internal Control, to ensure that they are supported by robust evidence that controls are sufficiently reliable and that they comply with Treasury guidance.

- **For the former Department for Business, Enterprise and Regulatory Reform**, no significant internal control issues were reported in the final Statement on Internal Control. This Statement was reviewed during our audit of the 2008-09 accounts.
- **For the former Department for Innovation, Universities and Skills**, the Statement for 2008-09 highlighted a need to further improve and embed the Learning and Skills Council's risk management processes; and a need to strengthen the Department's relationships with its delivery partners in order to better manage performance and risk in the delivery chain.

In 2010, we are working with the Department to identify how its Statement on Internal Control could be developed further to increase the usefulness and transparency of reporting. We have also provided the Department's Audit Committee with our own [guidance on the Statement](#).²

Periodically, the National Audit Office reports to Parliament on the financial management of individual departments. Because its financial systems have been in a state of rapid change we have not reported on the Department to date, nor did we have the opportunity to report on its short-lived predecessors.

Efficiency

We are undertaking a programme of work to validate the value for money savings reported by major government departments between 2008-09 and 2010-11. The Department had an ongoing programme of efficiency savings at the time of the May 2010 General Election, which included a commitment to savings of £300 million; to be achieved by reducing and reforming the number of arm's length bodies, promoting greater streamlining and alignment of central government functions at regional level, and reducing

back office costs including consultancy, marketing and procurement. [Examples of validation work](#)³ we have performed on the savings reported by other departments can be found on our website. A review of the Department's savings is currently planned for 2010-11.

In addition, a number of our reports have examined aspects of efficiency across government (Appendix 3). The most relevant of these is our March 2009 report [Innovation across central government](#)⁴ which featured a case study on the Department's Business Support Simplification Scheme. The Scheme aims to reduce the number of publicly funded support schemes from over 3000 to a portfolio of 30 and make the Business Link website the main channel for businesses to access government support. The Scheme was designed to deliver efficiency savings.

The Department has faced the major task for 2009-10 of consolidating the financial systems of the two former departments.

² *The Statement on Internal Control: A Guide for Audit Committees*, www.nao.org.uk/guidance___good_practice/audit_of_financial_statements.aspx

³ *Independent Reviews of reported CSR07 Value for Money savings*, www.nao.org.uk/publications/0910/independent_reviews_of_vfm_sav.aspx

⁴ *Innovation across central government*, www.nao.org.uk/publications/0809/innovation_across_government.aspx

information

Use of information

The life blood of a successful organisation is the quality of information on which it makes decisions and monitors and assesses performance. Poor quality information leads to inefficiency and waste and can result in excess or unnecessary costs. Departments need reliable information on which to design and deliver services and monitor quality, be confident about their productivity, and drive continuous improvement.⁵

Testing the reliability of performance data across government

We carry out work across government to test the systems used by departments to report on their performance. This work provides assurance to Parliament and the public about whether these systems are adequate, and supports better performance management by Government.

Under the previous Government, Public Service Agreements (PSAs) were the agreements between the Treasury and individual departments which set out priority areas for the Government's work and against which the departments reported their performance. For the period 2008-2011, 30 PSAs were used by departments to measure and report progress, each underpinned by several indicators.

In October 2009, we published our **Fifth Validation Compendium Report**,⁶ which reviewed data systems underpinning 13 of the Government's PSAs:

'... the slow progress being made by some government departments in achieving better quality information about their own performance is a matter for concern. The NAO has found that one third of the PSA data systems used by departments have weaknesses and just over a tenth remain unsatisfactory'.

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PERFORMANCE MANAGEMENT
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⁵ *NAO Strategy 2010-11 to 2012-13*, www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx

⁶ *Measuring Up: How good are the Government's data systems for monitoring performance against Public Service Agreements?* www.nao.org.uk/publications/0809/5th_validation_report.aspx

Our Sixth Compendium Report, for PSAs across the whole of government, will be published shortly.

The Treasury announced in June 2010 that it had ended the system of Public Service Agreements and that in future departmental business plans would include the data the public can use to hold departments to account.⁷

We will continue to apply the lessons from our work validating the PSA data systems when looking at Government's performance data in future.

Use of information by the Department

The Department for Business, Innovation and Skills had lead responsibility for five PSAs:

- PSA 1 to 'Raise the productivity of the UK economy';
- PSA 2 to 'Improve the skills of the population on the way to ensuring a world-class skills base by 2020';
- PSA 4 to 'Promote world-class science and innovation in the UK';
- PSA 6 to 'Deliver the conditions for business success in the UK'; and
- PSA 7 to 'Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions'.

Our **June 2010 reports**⁸ looked at the data systems to support these five PSAs and concluded that 14 of the 24 data systems were fit for purpose and eight were broadly appropriate. We concluded that the remaining two data systems (under PSA 7 and concerning measures of regional economic growth) were not fit for the purpose of reliably measuring and reporting performance.



We also provided briefings for the Business, Innovation and Skills Select Committee, in **October**⁹ and **December**¹⁰ 2009, which covered the two former departments' assessments of progress against their PSAs and other objectives.

The most recent public statement by the Department on progress against its PSA and other performance indicators was in its 2009 Autumn Performance report.¹¹

⁷ *The Spending Review framework* – HM Treasury, June 2010 (paragraph 2.7)

⁸ *Public Service Agreement data systems reviews 2010*, www.nao.org.uk/PSA-validation-2010

⁹ *Performance of the Department for Innovation, Universities and Skills 2008-09*, www.nao.org.uk/publications/0910/dius_briefing.aspx

¹⁰ *Performance of the Department for Business, Enterprise and Regulatory Reform 2008-09: Briefing for the Business, Innovation and Skills Committee*, www.nao.org.uk/publications/0910/berr_briefing.aspx

¹¹ *Department for Business, Innovation and Skills, Autumn Performance Report 2009*

delivery

Service delivery

Public services are different in the way they are delivered but their quality and cost effectiveness depends on a number of common minimum requirements. For example, service delivery requires sound programme and project management, strong commercial skills, effective IT enabled business change, and a real understanding of customer needs. Many of our reports to Parliament cover these issues. We summarise below some of this work.¹²

Our recent value for money work has reported on the delivery of a number of the Department's programmes.

Programme management

Our report on the Department's efforts to provide **Support to business during a recession**,¹³ published in March 2010, noted that the Department needed to act quickly and was under considerable pressure to offer targeted support to business. We found that the Department's management of the individual schemes launched in response to the downturn was good and concluded that:

'In the absence of timely and robust economic data, the Department prioritised a fast reaction over rigorous planning and policy assessment. Under the circumstances, this approach was appropriate'.

Our report on the Department's oversight of support for **over-indebted consumers**,¹⁴ published in February 2010, found that the Department's funding of face-to-face advice services was providing good value for money. But, there were weaknesses in the oversight of the indebtedness strategy as a whole with diffuse responsibilities across government and no clear accountability.

We found the Government's strategy for over-indebted consumers took place within a complex delivery structure. The Department has sought to lead efforts to reconvene a coordination function across government. Nevertheless, we reported that risks to the value for money created by this complex delivery

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¹² *NAO Strategy 2010-11 to 2012-13*, www.nao.org.uk/publications/0809/nao_strategy_2010-11_to_2012-1.aspx

¹³ *Department for Business, Innovation and Skills: Support to business during a recession*, www.nao.org.uk/publications/0910/support_to_business.aspx

¹⁴ *Department for Business, Innovation and Skills: Helping over-indebted consumers*, www.nao.org.uk/publications/0910/over-indebtedness_report.aspx

structure were not being controlled effectively by the current programme management arrangements, with a need for better governance, performance management and evaluation.

Similarly, our December 2009 report on **Venture capital support to small businesses**¹⁵ found that a series of venture capital funds had been launched over a period of years but that it had not viewed these funds as a programme. We recommended that the Department set out how the various elements fit together and put in place a framework for evaluating the programme of funds.

Over recent years we have produced a series of reports examining the performance of the Department's Better Regulation Executive in taking forward the cross-government **Administrative Burdens Reduction Programme**.¹⁶ Our work has included an annual business perceptions report based on an annual survey of business views. In 2008 and 2009, few businesses reported that complying with regulation had become easier or less time consuming than a year before, which may demonstrate that to achieve a significant change in business perceptions, more strategic and structural reform may be needed.¹⁷

In June 2009, we reported on the former Department for Business, Enterprise and Regulatory Reform's oversight of the development and implementation of the **Post Office's Network Change Programme**.¹⁸ We concluded that 'Overall, the Programme has largely met its targets and complied



with the undertakings given by the Department [to post office users about the outcomes it hoped to achieve]' and that 'the Department and Post Office Limited will need to reassure users of post office services by making sure that alternative provision – for example through Outreach services – meets users' needs effectively.'

We will continue to review the Department's capability in managing its various programmes and, in particular, its ability to gain maximum value from the sum of its individual initiatives, its ability to set clear objectives and its preparedness to evaluate what it gets from these programmes.

¹⁵ *Department for Business, Innovation and Skills: Venture capital support to small businesses*, www.nao.org.uk/publications/0910/venture_capital_support_to_sme.aspx

¹⁶ *The Administrative Burdens Reduction Programme, 2008*, www.nao.org.uk/publications/0708/administrative_burdens.aspx

¹⁷ *Complying with Regulation – Business Perceptions Survey 2009*, www.nao.org.uk/publications/0809/complying_with_regulation.aspx

¹⁸ *The Department of Business, Enterprise and Regulatory Reform: Oversight of the Post Office Network Change Programme*, www.nao.org.uk/publications/0809/the_post_office_network_change.aspx

Delivering through others

The Department acts through many different types of delivery partner, such as: Executive Agencies; Non-Departmental Public Bodies; wholly-owned companies such as Capital for Enterprise Limited; and some third sector bodies. Many of these bodies are constituted as independent, but the Department is accountable for their performance and use of public money.

We have reported recently on some of the challenges the Department faces in delivering through others, notably managing its interface with delivery bodies. The Department has recently had to manage some significant problems related to the delivery of student finance. These problems had followed quickly in the wake of significant weaknesses encountered by the former Department for Innovation Universities and Skills at another delivery partner, the former Learning and Skills Council.

Overall, the Department has recognised that getting its relationship with its delivery partners right across the wide range of its responsibilities is a key challenge. We are monitoring the Department's efforts to strengthen oversight arrangements across the Department and will report back to Parliament where appropriate.

Recent work

We have reported recently on some of the challenges the Department faces in delivering through others, notably managing its interface with delivery bodies.

Renewing Further Education Colleges July 2008



From its creation in 2001, the Learning and Skills Council had been responsible, amongst other things, for a programme of capital works in the further education sector.

In our report on **renewing further education colleges**,¹⁹ published in July 2008, we found that the capital programme is enabling colleges and the Council to achieve together what neither could have achieved on their own and is delivering high quality buildings. The programme had, however, meant the sector had taken on a higher level of debt and therefore of risk.

'The funding arrangements have required colleges to increase their external borrowings which, although currently lower than debt levels in higher education, add to financial risks in the sector'.

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¹⁹ *Renewing the physical infrastructure of English further education colleges*, www.nao.org.uk/publications/0708/renewing_the_physical_infrastr.aspx

The Department has recognised that getting its relationship with its delivery partners right across the wide range of its responsibilities is a key challenge.

Train to Gain Programme

July 2009

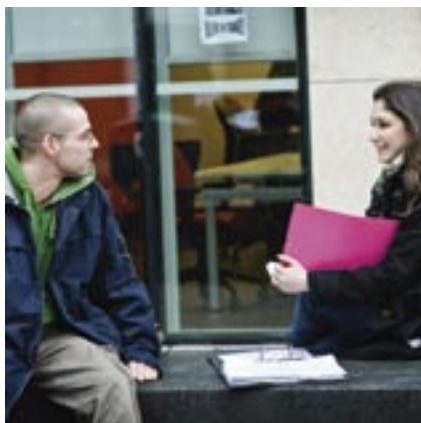


Our July 2009 report on the Department's **Train to Gain Programme**,²⁰ which supports employers in improving the skills of their employees, found that the Programme had led to an increased focus on what employers want, and surveys of employers had provided evidence of improved business performance such as improved long-term competitiveness.

We concluded, however, that over its full lifetime the Programme had not provided good value for money. Unrealistically ambitious initial targets and ineffective implementation had reduced the efficiency of the programme.

Delivery of Student Finance

March 2010



In a similar vein, our report on the **delivery of student finance**²¹ examined the problems leading to the delays in processing applications in 2009. We found that:

'The Department for Business, Innovation and Skills and the Student Loans Company underestimated the challenges in centralising this service. Neither the Department's monitoring of the Company nor the Company's Board's oversight was effective'.

The Department sought to be 'light touch' with its commissioning and oversight of the Programme, delegating operational responsibility to the Company. But as a result it was too ready to accept the Company's over-optimistic view of the service it could deliver, lacking sight of mounting problems, and resulting in a failure to act swiftly or effectively.

²⁰ *Train to Gain: Developing the skills of the workforce*, www.nao.org.uk/publications/0809/train_to_gain.aspx

²¹ *The Customer First Programme: Delivery of student finance*, www.nao.org.uk/publications/0910/student_finance.aspx

Appendices

1 The Department's sponsored bodies

Executive Sponsored Bodies

Universities and Skills

Executive Non-Departmental Public Bodies (NDPBs)

Higher Education Funding Council for England

Learning and Skills Council (until 31 March 2010)

Student Loans Company Ltd

UK Commission for Employment & Skills

Office for Fair Access

CITB Construction Skills

Engineering Construction Industry Training Board

Film Industry Training Board

Investors in People UK (standard transferred to UK Commission for Employment and Skills on 31 March 2010)

Executive Agency

Skills Funding Agency (from 1 April 2010)

Business

Executive NDPBs

Regional Development Agencies

Advantage West Midlands

East Midlands Regional Development Agency

East of England Development Agency

North West Development Agency

One North East

South East England Development Agency

South West of England Development Agency

Yorkshire Forward

Other

Capital for Enterprise Limited

Executive Sponsored Bodies *continued*

Fair Markets

Executive NDPBs

Advisory, Conciliation and Arbitration Service
Competition Commission
Competition Service
Consumer Focus
Hearing Aid Council (abolished 31 March 2010)

Executive Agencies

Insolvency Service
Companies House

Science and Research

Executive Agency

Research Councils

Biotechnology and Biological Sciences Research Council
Engineering and Physical Sciences Research Council
Medical Research Council
Science and Technology Facilities Council
Arts and Humanities Research Council
Economic & Social Research Council
Natural Environment Research Council

Other

National Endowment for Science, Technology and Arts
United Kingdom Atomic Energy Authority

Executive Agencies

UK Space Agency (from 1 April 2010)

Innovation, Enterprise and Better Regulation

Executive NDPBs

Technology Strategy Board
British Hallmarking Council
Design Council
Local Better Regulation Office
Simpler Trade Procedures Board

Executive Agencies

National Measurement Office UK
Intellectual Property Office

1 The Department's sponsored bodies *continued*

Other Bodies

Public Corporations

British Nuclear Fuel plc
British Shipbuilders
Electronics Leadership Council
Office of Communications
Royal Mail Holdings plc

Advisory NDPBs

Industrial Development Advisory Board
Low Pay Commission
Regional Industrial Development Boards (seven Boards)
Union Modernisation Fund Supervisory Board
Waste Electrical and Electronic Equipment Advisory Board
Council for Science and Technology
Strategic Advisory Board for Intellectual Property Legal

Tribunal NDPBs

Central Arbitration Committee
Competition Appeal Tribunal
Insolvency Practitioners Tribunal
Copyright Tribunal

Other

Citizens Advice
Citizens Advice Scotland
Financial Reporting Council
Community Interest Companies Regulator
Learning and Skills Improvement Service
UFI/Learn Direct
London Development Agency

Other Bodies *continued*

Non-Ministerial Departments

Postcomm

Advisory Panel on Management and Leadership

Office of Fair Trading

Ad-hoc Advisory Groups

Advisory Panel on New Industry, New Jobs, Universities and Skills

Aerospace Innovation and Growth Leadership Council

Automotive Council

Business Council for Britain

Ethnic Minority Business Task Force

Industrial Biotechnology Innovation and Growth Leadership Forum

Ministerial Advisory Group on Manufacturing

Motorsport Development UK Advisory Board

Regulatory Policy Committee

Task Force on Women's Enterprise

Vulnerable Workers Pilot Practitioners' Panel

2 Reports by the National Audit Office on the business, innovation and skills sector since 2007

Reports on the Department for Business, Innovation and Skills (since June 2009)			Parliamentary Session
30 March 2010	Regenerating the English Regions: Regional Development Agencies' support to physical regeneration projects	HC 214	2009-2010
26 March 2010	Department for Business, Innovation and Skills: Support to business during a recession	HC 490	2009-2010
19 March 2010	The Customer First Programme: Delivery of student finance	HC 296	2009-2010
4 February 2010	The Department for Business, Innovation and Skills: Helping over-indebted consumers	HC 292	2009-2010
10 December 2009	The Department for Business, Innovation and Skills: Venture capital support to small businesses	HC 23	2009-2010
Reports on the former Department for Innovation, Universities and Skills (since June 2007)			
October 2009	Performance of the Department for Innovation, Universities and Skills, 2008-09, Briefing for the Business, Innovation and Skills Committee		
21 July 2009	Train to Gain: Developing the skills of the workforce	HC 879	2008-2009
11 July 2008	Renewing the physical infrastructure of English further education colleges	HC 924	2007-2008
25 June 2008	Widening participation in higher education	HC 725	2007-2008
6 June 2008	Skills for Life: Progress in Improving Adult Literacy and Numeracy	HC 482	2007-2008
26 July 2007	Staying the course: the retention of students in higher education	HC 616	2006-2007
Reports on the former Department for Business, Enterprise and Regulatory Reform (since June 2007)			
7 December 2009	Performance of the Department for Business, Enterprise and Regulatory Reform 2008-09, Briefing for the Business, Innovation and Skills Committee		
5 June 2009	The Department for Business, Enterprise and Regulatory Reform: Oversight of the Post Office Network Change Programme	HC558	2008-2009
2 April 2009	UK Trade & Investment: Trade support	HC 297	2008-2009
21 November 2008	Performance of the Department for Business, Enterprise and Regulatory Reform 2007-08, Briefing for the Business and Enterprise Committee		

3 Recent cross-government NAO reports of relevance to the business, innovation and skills sector

				Parliamentary Session
22 March 2010	Review of the UK's Competition Landscape			
18 March 2010	Reorganising central government	HC 452		2009-2010
6 November 2009	Commercial skills for complex government projects	HC 962		2008-2009
22 October 2009	Complying with Regulation – Business Perceptions Survey 2009	HC 1028		2008-2009
16 October 2009	Government cash management	HC 546		2008-2009
5 June 2009	Supporting people with autism through adulthood	HC 556		2008-2009
26 March 2009	Innovation across central government	HC 12		2008-2009
5 February 2009	Assessment of the Capability Review programme	HC 123		2008-2009
8 October 2008	The Administrative Burdens Reduction Programme, 2008	HC 944		2007-2008
20 February 2008	Managing financial resources to deliver better public services	HC 240		2007-2008

4 Other sources of information

Reports from the Committee of Public Accounts

Department for Business, Innovation and Skills

8 April 2010	Thirty-first Report of Session 2009-10 Department of Business, Innovation and Skills: Helping over-indebted consumers	HC 475
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9 March 2010	Seventeenth Report of Session 2009-10 Department of Business, Innovation and Skills: Venture capital support to small businesses	HC 271
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Department for Innovation, Universities and Skills

21 January 2010	Sixth Report of Session 2009-10 Train to Gain: Developing the skills of the workforce	HC 248
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28 July 2009	Forty-eighth Report of Session 2008-09 Renewing the physical infrastructure of English further education colleges	HC 924
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26 February 2009	Fourth Report of Session 2008-09 Widening participation in higher education	HC 226
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29 January 2009	Third Report of Session 2008-09 Skills for life: Progress in Improving Adult Literacy and Numeracy	HC 154
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Department for Business, Enterprise and Regulatory Reform

12 November 2009	Fifty-third Report of Session 2008-09 Oversight of the Post Office Network Change Programme	HC 832
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Other Select Committee Reports

December 2009	Business Innovation and Skills Committee, First Report of Session 2009-10 The creation of the Department for Business, Innovation and Skills and the Departmental Annual report 2008-09	HC 160
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March 2009	Innovation, Universities, Science and Skills Committee, Third Special Report of Session 2008-09, DIUS Departmental report 2008, Government response to the Third Report from the Committee	HC 383
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Where to find out more

The National Audit Office website is
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If you would like to know more about the NAO's work on the Department for Business, Innovation and Skills, please contact:

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