An Introduction to the National Audit Office
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Overview
This section covers the role of the NAO and the Comptroller and Auditor General; the impact of the NAO’s work; the accountability process; and who our work is produced for.

Our work
This section explains the different aspects of the NAO’s work in detail.

Our governance
This section details the NAO’s governance and leadership structures.

Other corporate information
Further information about our outputs, our people and accreditations.
Overview
Our role

The National Audit Office (NAO) scrutinises public spending for Parliament.

We help to hold government departments and the bodies we audit to account for how they use public money.

Our work helps public service managers to improve performance and service delivery, nationally and locally.
Our impact

Our public audit perspective helps Parliament hold government to account and improve public services.

Our work leads to savings and other efficiency gains worth many millions of pounds:

£1.21 billion in 2015
The Comptroller and Auditor General (C&AG)

Sir Amyas Morse KCB was appointed in June 2009, and leads the NAO.

He is an Officer of the House of Commons and was appointed by the Queen.

He has statutory access and reporting rights.

He and his staff are totally independent of government.
The accountability process

1. Parliament grants funds to government
2. C&AG audits accounts, examines government spending and reports to Parliament
3. PAC* meets to discuss NAO report and make recommendations
4. Government responds to PAC* recommendations

* Committee of Public Accounts
Our work is produced for

- The Committee of Public Accounts (PAC)
- Other select committees, including the Public Administration and Constitutional Affairs Committee, Environment, Health, Transport, etc.
- All MPs and peers
- Senior officials in government departments
- Members of the public and groups interested in aspects of our work
Our work
There are five dimensions to our work

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<td>We certified 368 accounts in 2015-16. Bodies we audit include government departments, charities and some companies.</td>
<td>We published 65 value for money reports in 2015-16. We highlight important lessons for the bodies we audit and for government more widely.</td>
<td>We completed 43 investigations in 2015-16. This work enables us to respond quickly to important issues that public bodies face. Our work focuses on robust financial management, using information better and areas where MPs and others have concerns.</td>
<td>We help the Committee of Public Accounts (PAC), other Select Committees and individual MPs in their scrutiny of public spending and service delivery. The PAC held 47 hearings based on our work in 2015-16. We also supported 17 other Parliamentary committees.</td>
<td>We are on the UN Board of Auditors for a six-year term and audit a range of other international organisations. We report on EU spending in the UK. We are a member of the INTOSAI* Board.</td>
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* International Organisation of Supreme Audit Institutions
Audited bodies

The C&AG certified 368 accounts in 2015-16, covering more than £1.6 trillion of public income and expenditure

<table>
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<tr>
<th>Departments</th>
<th>e.g. Health, Defence</th>
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<td>Agencies</td>
<td>e.g. Highways England</td>
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<td>Arm’s-length bodies</td>
<td>e.g. Environment Agency, Competition and Markets Authority</td>
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<tr>
<td>Charities</td>
<td>e.g. British Council, V&amp;A Museum</td>
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<td>Companies</td>
<td>e.g. Historic Royal Palaces Enterprises Ltd</td>
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The NAO provides an independent opinion ensuring accounts are:

- 'true and fair'
- properly prepared – in accordance with the relevant Accounting Framework
- regular – income or expenditure, or both, in line with Parliamentary intention
Financial audit approach

The NAO approach:

• complies with International Standards on Auditing (ISAs)

• is a risk-based audit approach

• focuses on material matters, i.e. matters which could alter the user’s understanding of a set of financial statements
Financial audit outputs

Audit opinion on financial statements

The C&AG gives an opinion on financial statements, including whether they are true and fair. For most of the accounts we audit, the C&AG will also give a regularity opinion.

C&AG's report on accounts

The C&AG may choose to issue a substantive report on an entity which he audits. These are used to bring Parliament's attention to matters which have a direct or indirect effect on public expenditure.

Letter to management

The letter recommends process and control improvements.
Value for money audit (VFM)

• Parliament uses our reports to hold government to account for how it spends public money

• We cover a wide range of significant topics, such as the NHS and major defence projects, and increasingly focus on local services, including those delivered by local government

• We select our studies based on a detailed assessment of risks to value for money, with input from PAC and Parliament
Value for money audit (VFM)

- Our reports highlight important lessons for the bodies we audit and for government more widely.
- We do not comment on the merits of policy but aim to conclude on whether value for money has been secured.
What is VFM audit?

- Analytical
- Evidence-based
- Focused on the use of resources
- Evaluative and gives a clear conclusion
- Makes recommendations
- Aims to stimulate change
Confirming the accuracy of our reports

• The C&AG has complete discretion over the content of our reports

• We agree the factual accuracy of our reports with the bodies we audit but not the conclusions and recommendations

• We also seek comments from other parties mentioned in our reports

• The aim is to ensure subsequent debate focuses on lessons to be learned, with the facts agreed
We carry out investigations into areas of concern raised with us by Members of Parliament or members of the public. In 2015-16 this work included:

- **Investigation: the government’s funding of Kids Company**

- **Investigation into the acceptance of gifts and hospitality**; and

- **Investigation into the Cancer Drugs Fund**
We provide in-depth analysis into the systemic issues faced across government, including:

- the effective use of information and ICT;
- digital and technology-enabled change;
- commercial skills; and
- good practice in financial management.
Support to Parliament

We place our skills at the service of Parliament as a whole, supporting in particular the Committee of Public Accounts (PAC), other select committees from both Houses and individual MPs in their scrutiny of public spending and service delivery.
Our international role

• We are on the UN Board of Auditors for a 6-year term
• We carry out external audits of a range of other international organisations
• We report on EU spending in the UK
• We are a board member of the International Organisation of Supreme Audit Institutions
• We provide capacity-building support to Supreme Audit Institutions and parliaments abroad
New local government responsibilities

We have new powers and responsibilities with regard to local government spending:

• The Local Audit and Accountability Act 2014 gives the C&AG and the NAO new responsibilities including preparing and consulting on the Code of Audit Practice, detailed here.

• We have the power to examine the efficiency and effectiveness of central government expenditure from decision to service provision, including local bodies’ use of resources.

• We have a new power to provide evaluation, commentary and advice of a general nature to local bodies.

We have been preparing for this new work since the government announced in 2010 its intention to abolish the Audit Commission.
Our governance
NAO board members

Non-executive members
Lord Michael Bichard Non-executive Chair
Janet Eilbeck Chair of the Audit Committee
Ray Shostak Chair of the Remuneration and Nominations Committee
Robert Sykes Non-executive member
Greg Parston Non-executive member

Executive member
Amyas Morse Comptroller and Auditor General
NAO leadership team

Amyas Morse
Comptroller & Auditor General

John Thorpe
Executive Leader
Financial Audit and International

- Financial and value for money audit for: BEIS, Defra, FCO, DFID

Stephen Smith
Executive Leader
Financial Audit

- Responsible for: Financial audit for: DCMS, Cabinet Office, HM Treasury, DExEU, Financial regulators, DIT, Home affairs, Justice, technical and overall quality
- Financial and value for money audit for: Bank of England, BBC, Financial regulators, Corporate finance
- Cross-government work on: Corporate finance

Kate Mathers
Executive Leader
Financial Audit

- Responsible for: Financial audit for: Education, Health, DCLG, BBC, Cabinet Office, Non-financial regulators, technical and overall quality

Daniel Lambauer
Executive Leader
Strategy and Operations

- Responsible for: Strategy, capability and operational performance, Core strategic services, Investigations and value for money technical and overall quality, qualitative methods, economics, statistics and data analytics
- Value for money audit for: Cross-government

Abdool Kara
Executive Leader
VFM Audit and Local Services

- Responsible for: Leading on the NAO’s work on local service delivery, including:
  - Value for money audit for: Education, Health / Social care, Local government, Other local services (police, local transport)

Max Tse
Executive Leader
VFM Audit and Digital Transformation

- Responsible for: Value for money audit for: Cross government, Digital, HMRC, DWP, Justice, Home affairs (excl. local services)
- Cross-government work on: Commercial and contracting, Digital, Operations & process management

Rebecca Sheeran
Executive Leader
VFM Audit

- Responsible for: Value for money audit for: Defence, Infrastructure, Restoration & renewal, Transport (including Network Rail), Non-financial regulators
- Cross-government work on: Project & programme delivery
Who audits the NAO?

The Public Accounts Commission, a committee of MPs

• Approves our budget
• Appoints the non-executive board members
• Scrutinises costs and performance
• Appoints our external auditors
• Commissions value-for-money studies of our operations
Other corporate information
Key corporate data

**Inputs**

In 2015-16 the NAO had 810 people (796 full-time equivalents), plus outside expertise

£64 million net resource spend (26% less than our 2010 baseline, allowing for inflation)

**Outputs**

368 account certified in 2015-16 (more than £1.6 trillion of public income and expenditure)

65 major reports to Parliament

Improvement and benchmarking advice

Detailed recommendations

**Outcomes**

Government accountability to Parliament for public expenditure

Recommendations that have improved public services

We helped government save £1.21 billion in 2015
Our people

• Accountants
• Statisticians
• Economists
• Social scientists
• Technical specialists
• Client specialists
Our role in the accountancy profession

We sit on the following boards and councils:

- HM Treasury’s Financial Reporting Advisory Board (FRAB)
- FRC¹ Audit and Assurance Council
- CIPFA/LASAAC² Board
- CIPFA Central Government Panel
- FEE³ Public Sector Sub Committee
- ICAEW⁴ Financial Reporting Board
- ICAEW Public Sector Audit Committee

¹ Financial Reporting Council
² Chartered Institute of Public Finance and Accountancy / Local Authority (Scotland) Accounts Advisory Committee
³ Fédération des Experts-comptables Européens – Federation of European Accountants
⁴ Institute of Chartered Accountants in England and Wales
Accreditations

We were placed 82 in the Top 100 Stonewall Equality Index 2015, reflecting our work to promote a better working environment for lesbian, gay, bisexual and transgender employees.

Other accreditations and pledges include:
Further information

- NAO website [www.nao.org.uk](http://www.nao.org.uk)
- Follow the NAO on Twitter [@NAOorguk](https://twitter.com/NAOorguk)
- Sign up for email alerts with [NAOdirect](http://www.nao.org.uk)
- NAO videos on [YouTube](https://www.youtube.com)
- [Public Accounts Commission](http://www.nao.org.uk)