



Developing a Culture of Quality

Vilnius - 19 October 2012

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District Auditor





“World Class Audit”: Developing a Culture of Quality





Aim

To describe the recent work of the Audit Commission in developing and improving the culture of quality in the organisation





Why is Quality important?

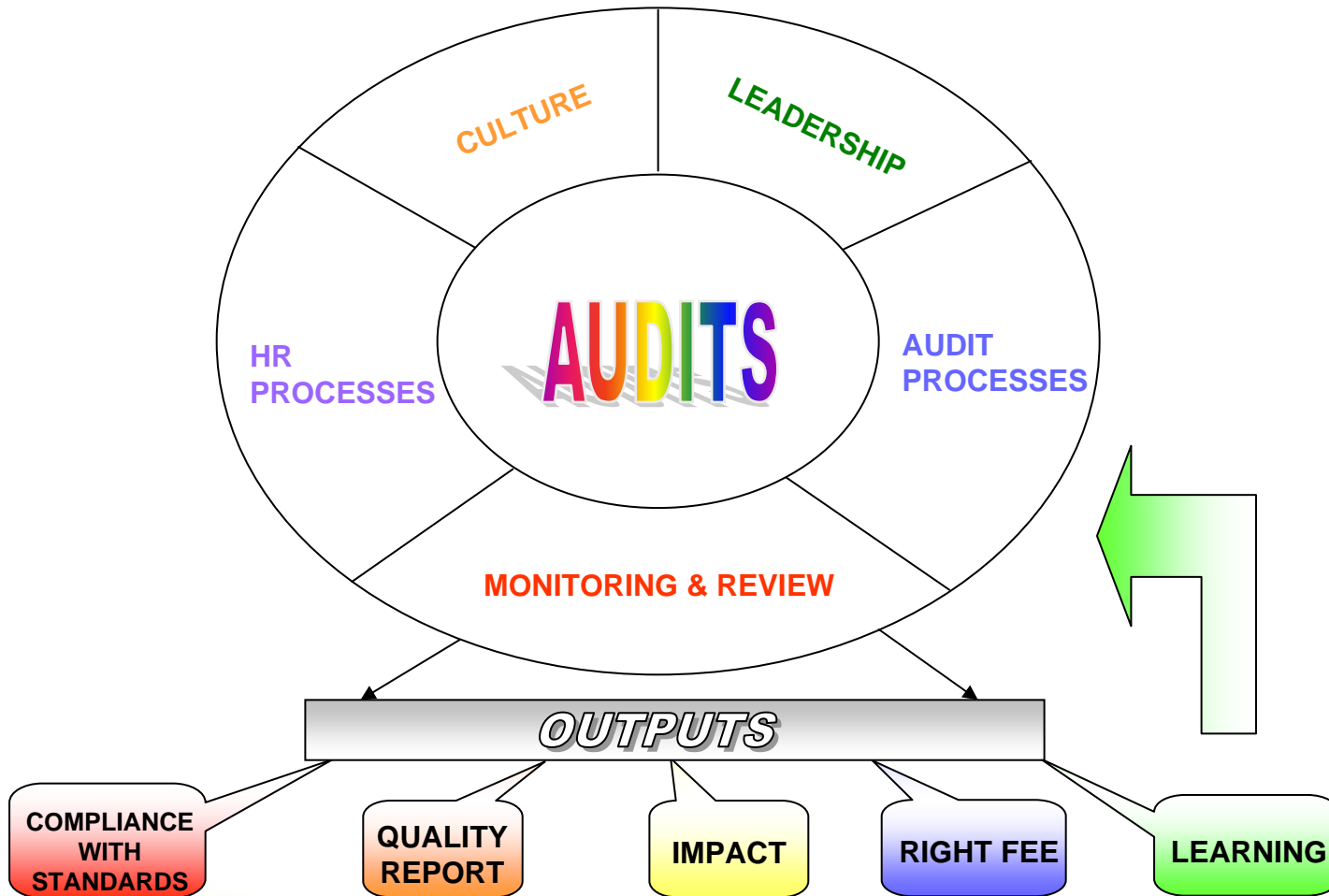
To provide assurance that all audits:

- Meet all legal and professional standards
- Reach consistent judgement and conclusions





PROMOTING AUDIT QUALITY





Culture & Behaviour





Culture & Behaviour



‘An environment where quality is valued, invested in and rewarded’

- Leadership emphasises importance
- Understanding and compliance with rules and guidance
- Infrastructure supports quality focus – Technical, legal, HR
- Financial issues must not compromise quality
- Consultation on difficult issues



Leadership





Leadership

- Key roles agreed
 - Director of Professional Standards
 - Head of Audit
- Tone from the top
- Communication channels
- Clear vision, objectives and targets for all
- Reward mechanisms
- Keep emphasising quality in performance
- Annual transparency report

Audit Processes

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Display

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Audit Manual v 11



The Audit Practice's Audit Manual



and the principles that examples of completed auditors' work, including for money conclusion the limited assurance follows:

Chapter 9	Testing - substantive assurance
Chapter 10	Opinion audit - post statements work
Chapter 11	Opinion audit - giving the opinion
Chapter 12	Value for money conclusion



Audit Processes

- Emphasis and training in professional standards (ISAs)
- Revised Methodology and Tools
- Ethical Standards – training and manual
- Technical Support - improved
- Review and Consultation processes
- Specialisation promoted
- Good practices shared





HR Processes





HR Processes



‘Right people, right place, right time’

- Appraisal with focus on quality
- Promotion processes reflect quality issues
- Objective setting includes quality objective for all
- Performance monitoring
- Training – mandatory technical twice per year



Monitoring and Review





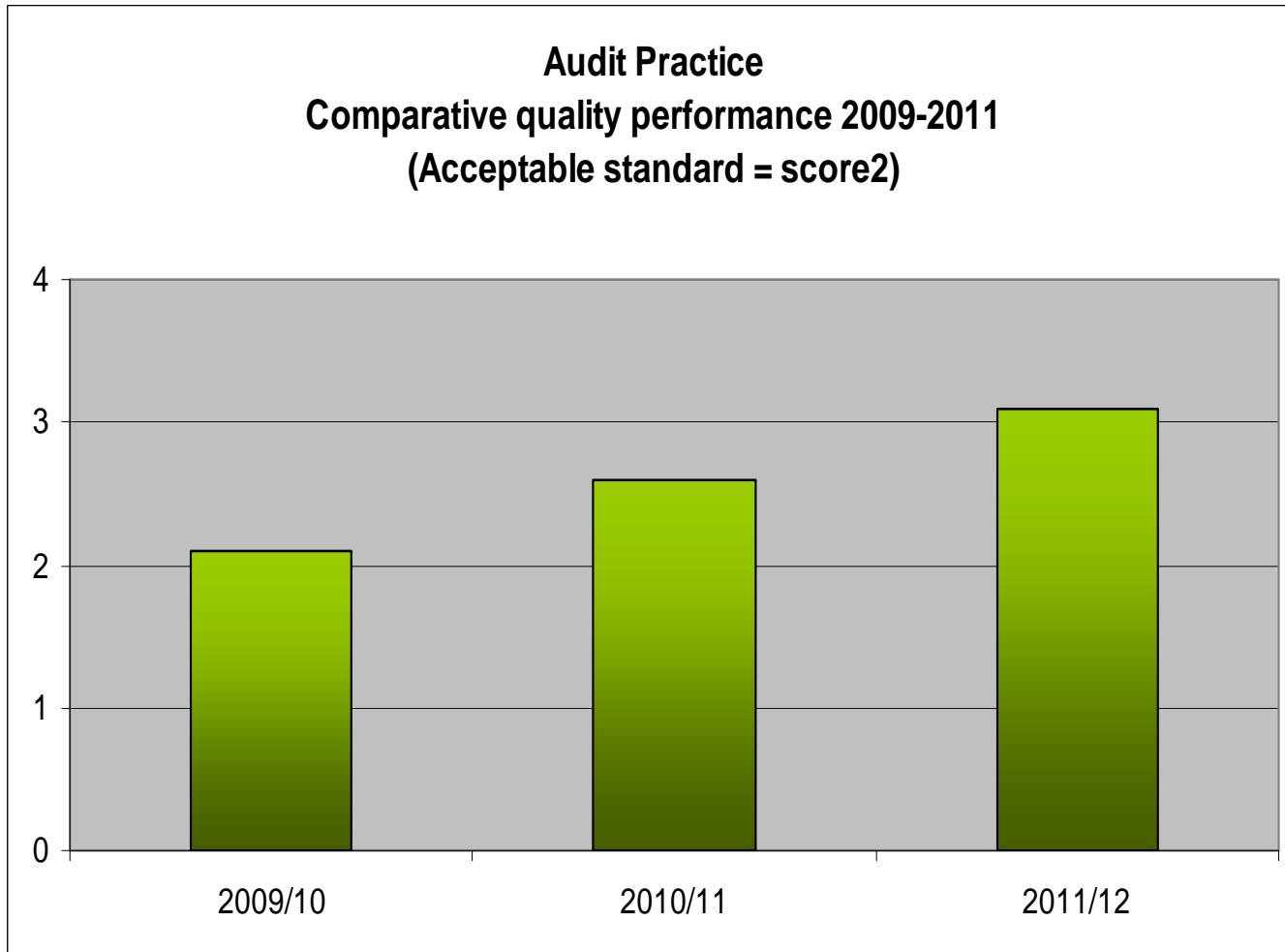
Monitoring and Review

- Local Quality Reviews
- Internal Quality Monitoring Reviews
- External reviews of NHS Trust Audits
- Audit Inspection Unit Review
 - Audits
 - Audit Practice overall
- Compliance Review



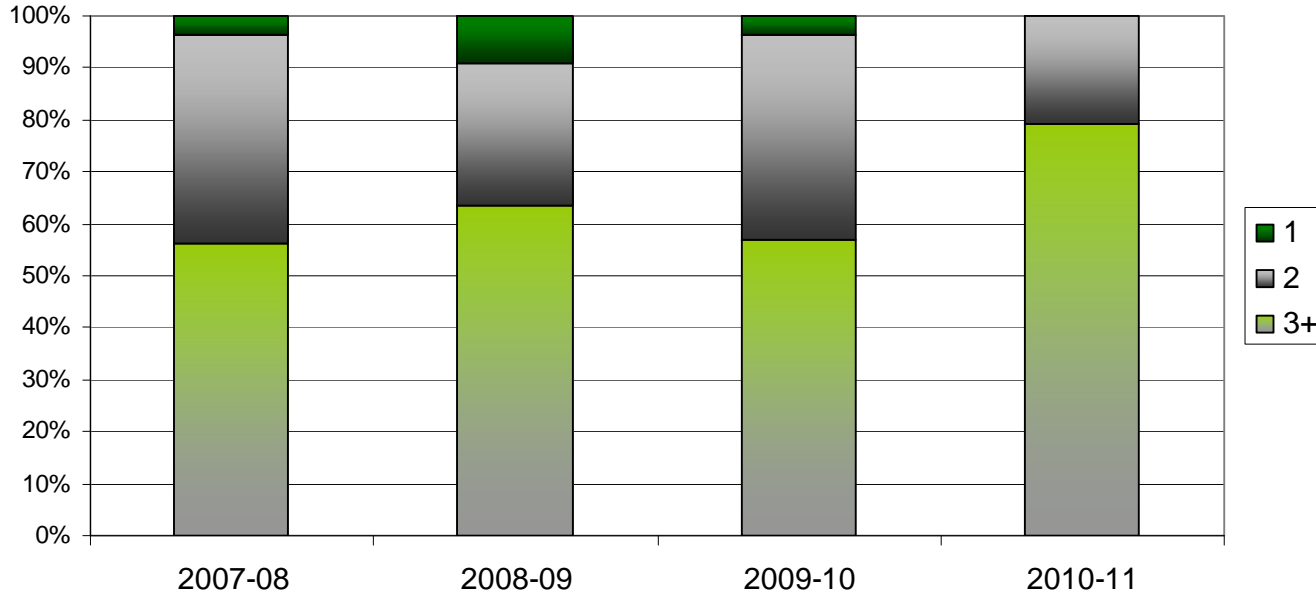


How did we do?





Results – Quality of Audits

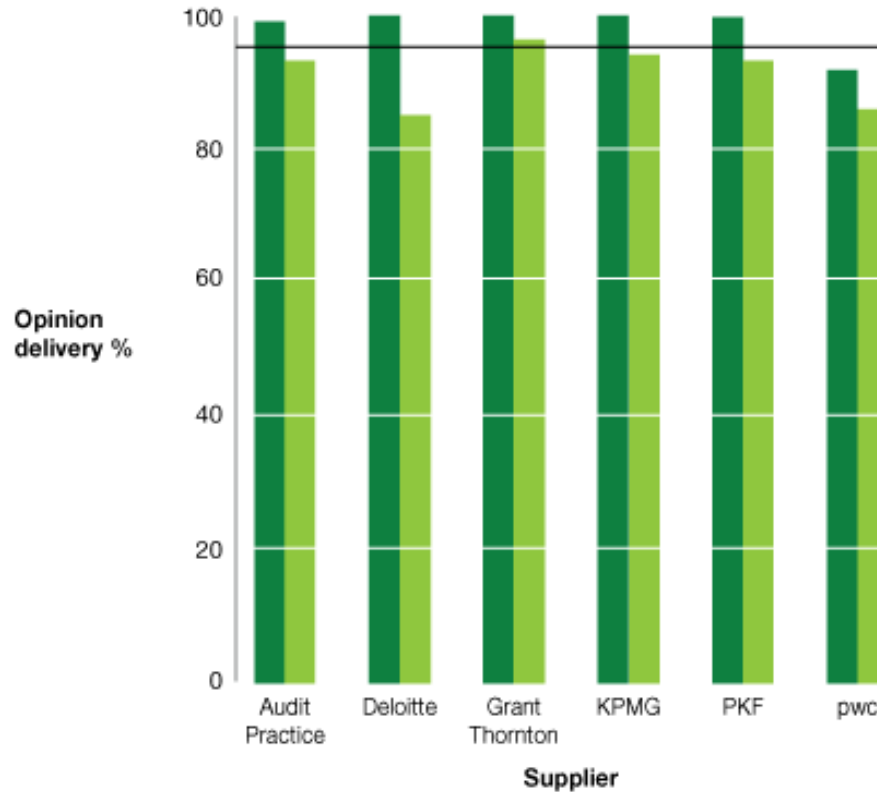


The scoring rules applied for quality reviews are as follows:

- 1 = Improvement required (significant)
- 2 = Acceptable overall with improvements required
- 3 = Acceptable with limited improvements required
- 4 = Good



Results – Delivery of Audits on time



- 2010/11 NHS opinions
- 2010/11 Local government and probation opinions
- 2010/11 average = 95%



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