



Planning report to the Audit and Standards Committee for  
the year ending 31 March 2020

March 2020

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# Director introduction

## The key messages in this report:

Audit quality is our number one priority. We plan our audit to focus on audit quality and have set the following audit quality objectives for this audit:

- A robust challenge of the key judgements taken in the preparation of the financial statements.
- A strong understanding of your internal control environment.
- A well planned and delivered audit that raises findings early with those charged with governance.

We have pleasure in presenting our planning report to the Audit and Standards Committee for the 2020 audit. We would like to draw your attention to the key messages of this paper:

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### Audit Plan

- We have begun planning for the 2020 audit.
- We are updating our understanding of the Council through discussion with management and review of relevant documentation from across the Council.
- Based on these procedures, we have developed this plan in collaboration with the Council to ensure that we provide an effective audit service that meets your expectations and focuses on the most significant areas of importance and risk to the Council.

### Key risks

- We have updated our view of the significant audit risks faced by the Council. This is based on our planning procedures performed to date and our findings from the 2019 audit. These are presented as a summary dashboard on page 11.

### Regulatory framework

- Our audit is carried out under the Code of Audit Practice issued by the National Audit Office.
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**Paul Hewitson**  
Lead audit director

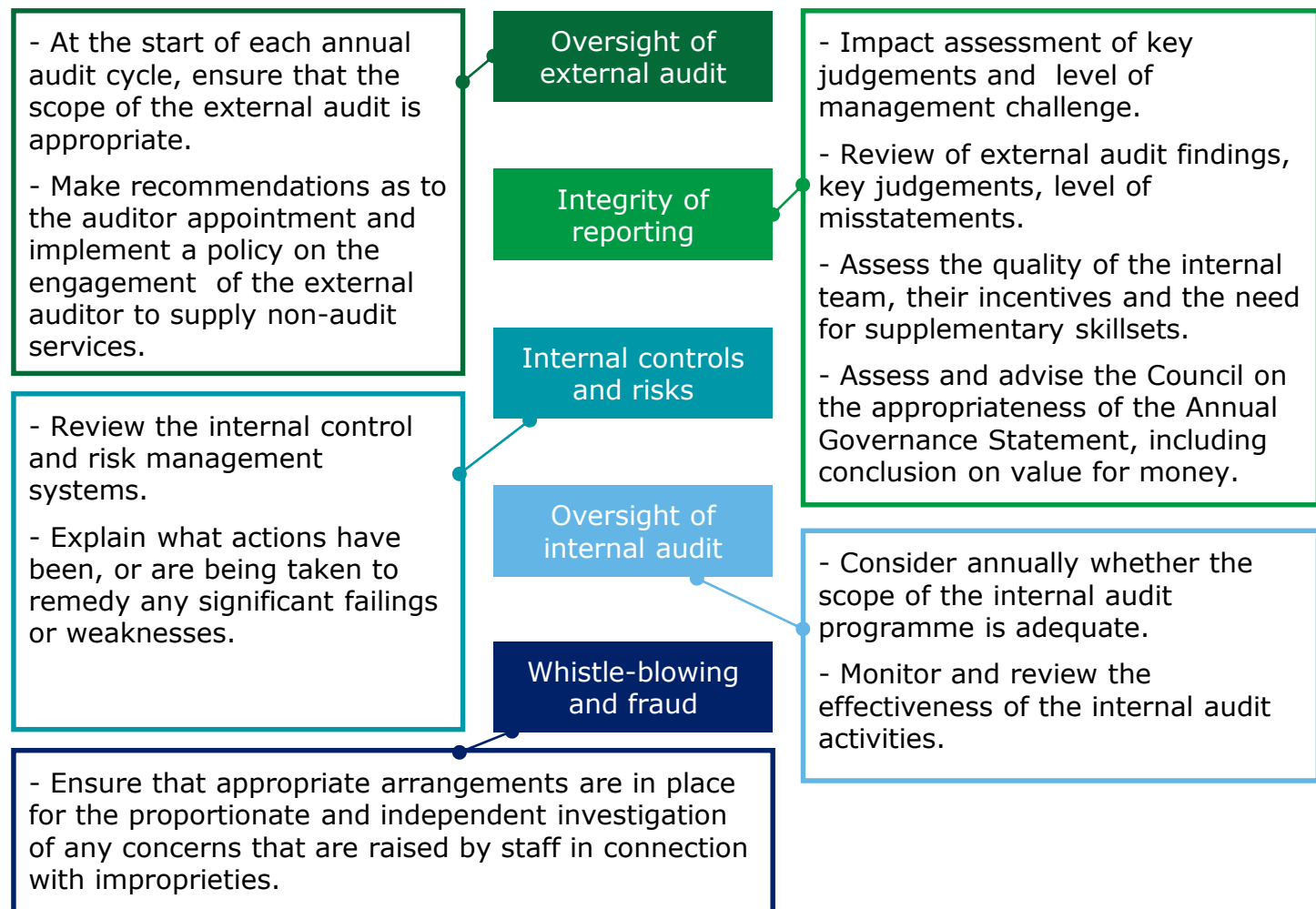
# Responsibilities of the Audit and Standards Committee

## Helping you fulfil your responsibilities

Why do we interact with the Audit and Standards Committee?

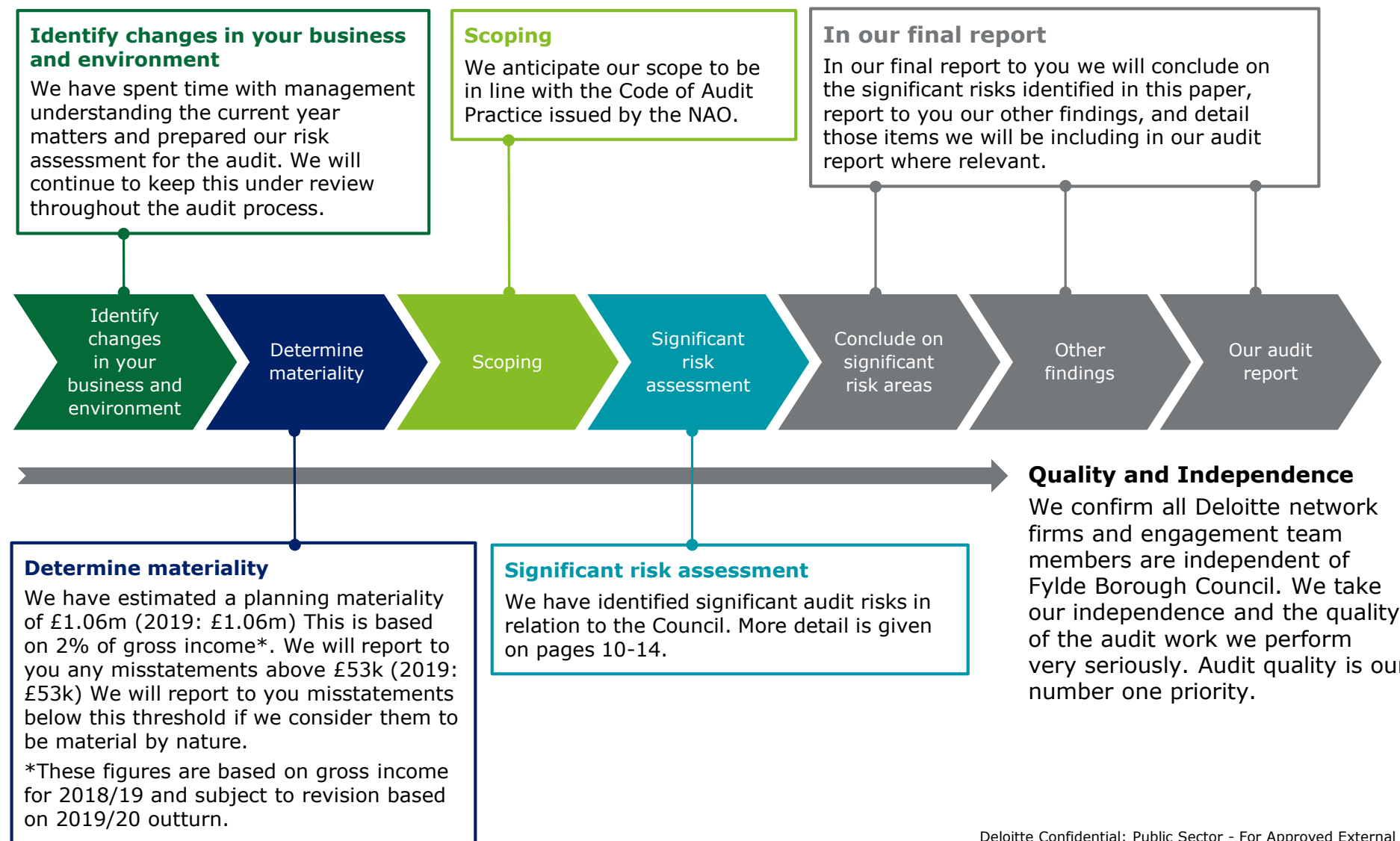


As a result of regulatory change in recent years, the role of the Audit and Standards Committee has significantly expanded. We set out here a summary of the core areas of Audit and Standards Committee responsibility to provide a reference in respect of these broader responsibilities and highlight throughout the document where there is key information which helps the Audit and Standards Committee in fulfilling its remit.



# Our audit explained

We tailor our audit to your council and your strategy



# Scope of work and approach

## We have three key areas of responsibility under the Audit Code

### Financial statements

We will conduct our audit in accordance with International Standards on Auditing (UK) ("ISA UK") as adopted by the UK Auditing Practices Board ("APB") and Code of Audit Practice issued by the NAO. The Council will prepare its accounts under the Code of Practice on Local Council Accounting ("the Code") issued by CIPFA.

We may be required to issue a separate assurance report to the NAO on the Authority's separate return required for the purposes of its audit of the Whole of Government Accounts and departmental accounts. We will update the Committee on this matter once NAO instructions are confirmed for the year.

### Annual Governance Statement

We are required to consider the completeness of the disclosures in the Annual Governance Statement in meeting the relevant requirements and identify any inconsistencies between the disclosures and the information that we are aware of from our work on the financial statements and any other work.

As part of our work we will review the annual report and compare with other available information to ensure there are no material inconsistencies. We will also review any reports from other relevant regulatory bodies and any related action plans developed by the Council.

### Value for Money conclusion

We are required to satisfy ourselves that the Council has made proper arrangements for securing financial resilience and economy, efficiency and effectiveness in its use of resources.

To perform this work, we are required to:

- plan our work based on consideration of the significant risks of giving a wrong conclusion; and
- carry out as much work as is appropriate to enable us to give a safe conclusion on the arrangements to secure VFM.

Our work therefore includes a detailed risk assessment based on the risk factors identified in the course of our audits. This is followed by specific work focussed on any risks identified.

**Business Case Preparation and evaluation of investment decisions**– Following comments raised with us by members we are conducting enquiries into the Council's policies and procedures around business case preparation and investment decision making to determine whether there are any risks to VFM requiring further work in these areas.

Our risk assessment in these and all VFM areas remains ongoing although we have not yet identified any specific risks to the delivery of value for money. We did not identify any specific risks in the 2019 audit.

We then provide a conclusion on these arrangements as part of our final reporting to you, including confirmation of whether or not we identified any significant risks.

# Scope of work and approach (continued)

## Our approach

### Liaison with internal audit

The Auditing Standards Board's version of ISA (UK and Ireland) 610 "Using the work of internal auditors" prohibits use of internal audit to provide "direct assistance" to the audit. Our approach to the use of the work of Internal Audit has been designed to be compatible with these requirements.

We will review their reports and meet with them to discuss their work. We will discuss the work plan for internal audit, and where they have identified specific material deficiencies in the control environment we consider adjusting our testing so that the audit risk is covered by our work.

Using these discussions to inform our risk assessment, we can work together with internal audit to develop an approach that avoids inefficiencies and overlaps, therefore avoiding any unnecessary duplication of audit requirements on the Council's staff.

### Approach to controls testing

Our risk assessment procedures will include obtaining an understanding of controls considered to be 'relevant to the audit'. This involves evaluating the design of the controls and determining whether they have been implemented ("D & I").

The results of our work in obtaining an understanding of controls will be collated and the impact on the extent of substantive audit testing required will be considered.

### Promoting high quality reporting to stakeholders

We view the audit role as going beyond reactively checking compliance with requirements: we seek to provide advice on evolving good practice to promote high quality reporting.

Last year we held a pre-audit workshop with the finance team, and attended a financial statements workshop with the audit committee to answer questions on best accounting practice and audit approach. We intend to do both again ahead of this audit. We have had ongoing discussions with management throughout the year since the previous audit to discuss their actions in response to the findings we raised last year.

We recommend the Council complete the Code checklist during drafting of their financial statements.

We would welcome early discussion on the planned format of the financial statements, and whether there is scope for simplifying or streamlining disclosures, as well as the opportunity to review a skeleton set of financial statements and an early draft of the annual report ahead of the typical reporting timetable to feedback any comments to management.

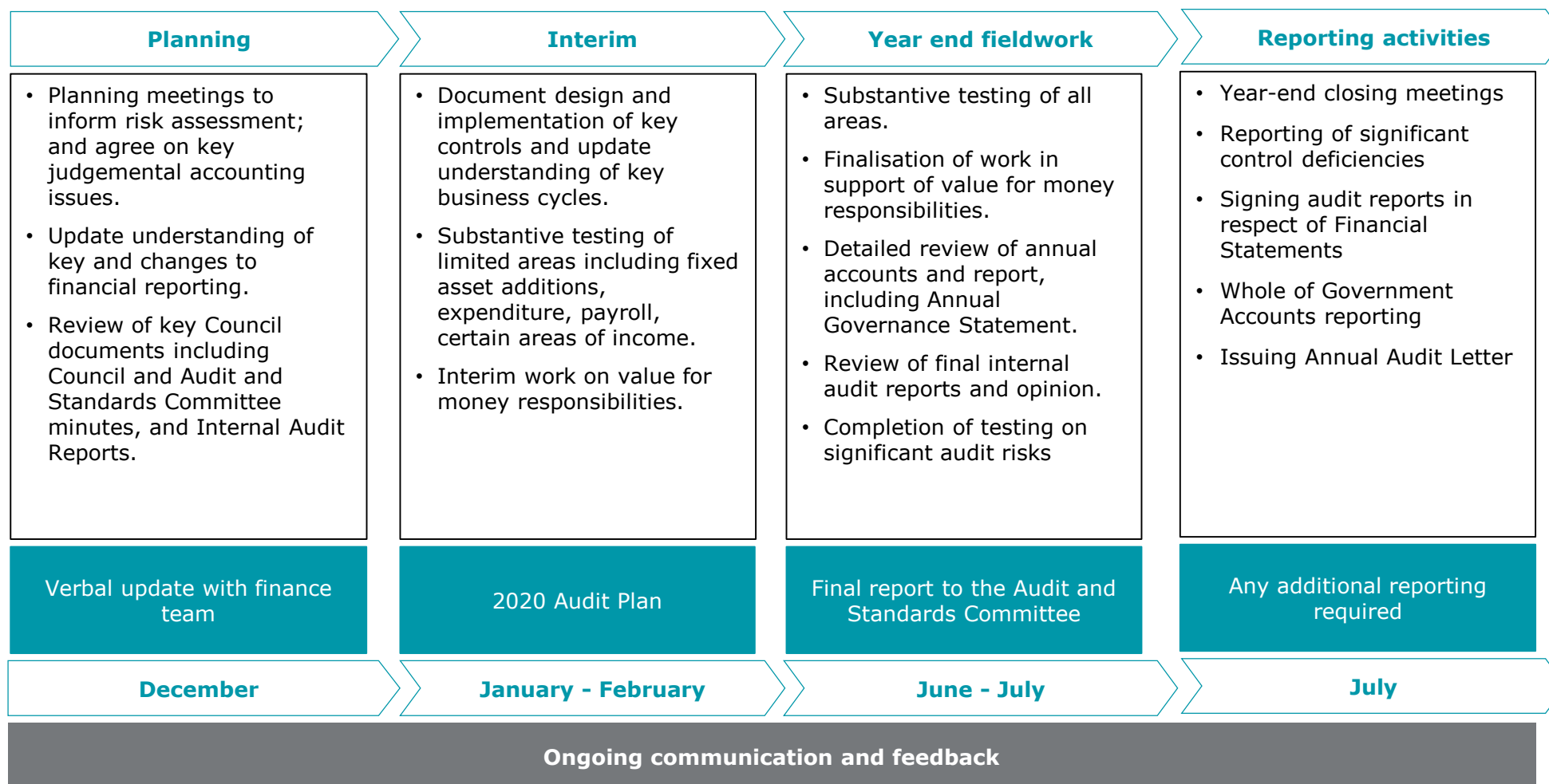
### Value for Money and other reporting

The Code of Audit Practice requires us to report by exception in our audit report any matters that we identify that indicate the Council has not made proper arrangements for securing economy, efficiency and effectiveness in its use of resources.

# Continuous communication and reporting

## Planned timing of the audit

As the audit plan is executed throughout the year, the results will be analysed continuously and conclusions (preliminary and otherwise) will be drawn. The following sets out the expected timing of our reporting to and communication with you.





# Materiality

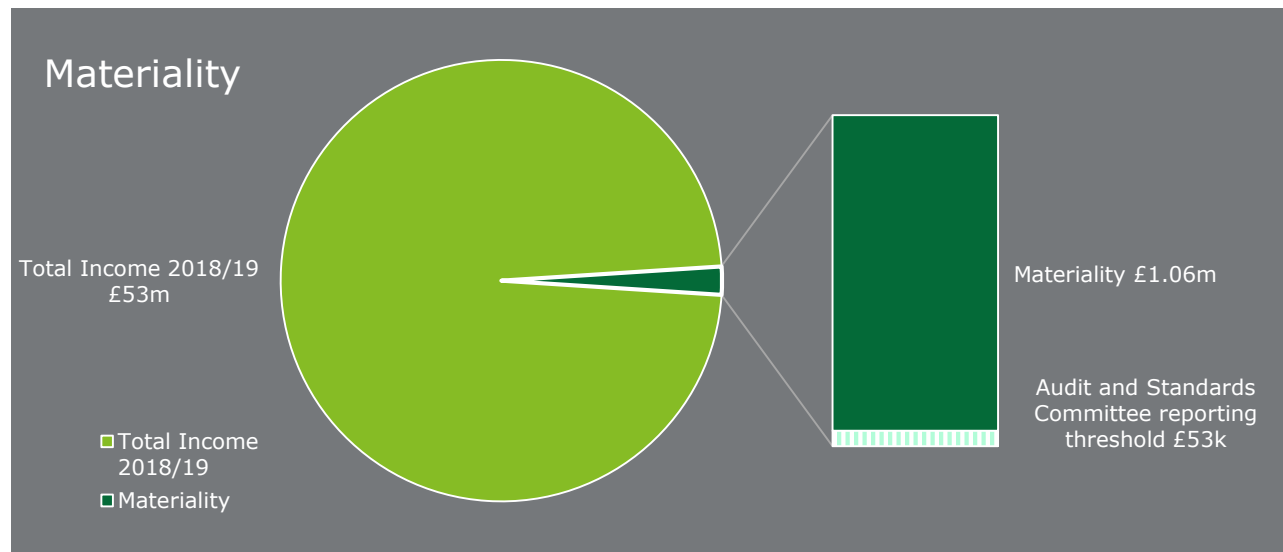
## Our approach to materiality

### Basis of our materiality benchmark

- The audit director has determined materiality as £1.1m, based on professional judgement, the requirement of auditing standards and the financial measures most relevant to users of the financial statements.
- We have used 2% of Total Gross Income based on the 2018/19 audited accounts as the benchmark for determining materiality.
- We will re-visit the determined materiality based on completion of interim audit procedures. We will make a final assessment of materiality once the finalised year end figures are available.

### Reporting to those charged with governance

- We will report to you all misstatements found in excess of £53k.
- We will report to you misstatements below this threshold if we consider them to be material by nature.



Although materiality is the judgement of the audit director, the Audit and Standards Committee must satisfy themselves that the level of materiality chosen is appropriate for the scope of the audit.

# Significant risks

## Our risk assessment process

We consider a number of factors when deciding on the significant audit risks. These factors include:

- the significant risks and uncertainties previously reported in the annual report and financial statements;
- the IAS 1 critical accounting estimates previously reported in the annual report and financial statements;
- our assessment of materiality; and
- the changes that have occurred in the business and the environment it operates in since the last annual report and financial statements.

### Principal risk and uncertainties

- Property valuations
- Fair value measurement
- Project management
- Future funding

### Changes in your business and environment

Election Year – Two elections have occurred in the financial year (local elections in May 2019 and general election in December 2019) which may impact the future direction and funding of the council.

### IAS 1 Critical accounting estimates

- Pension liabilities
- Lancashire business rates pool
- Provision for NNDR appeals













### NAO – Auditor Guidance Note 06

The National Audit Office identified changes to the accounting code, going concern, and transitional protection for certain pension scheme members (GMP and McCloud), as key issues in their Local Government Audit Planning guidance issued January 2020 which are relevant to Fylde. We reviewed the approach being taken by the Council in response to these in the prior year audit and will refresh our understanding for the current year. We do not believe any of these matters represent a significant audit risk.

The next page summarises the significant risks that we will focus on during our audit.

# Significant risks

## Significant risk dashboard

Risk	Fraud risk	Planned approach to controls	Level of management judgement	Management paper expected	Slide no.
Completeness and cut off of service line expenditure					12
Property valuations					13
Management override of controls					14

### Controls approach adopted

 Assess design & implementation

# Significant risks (continued)

## Risk 1 – Completeness and cut-off of service line expenditure

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**Risk identified**

Under UK auditing standards, there is a presumed risk of revenue recognition due to fraud. We have rebutted this risk, and instead believe that the fraud risk lies with the completeness and cut-off of service line expenditure. We identify this as expenditure excluding payroll costs, depreciation and amortisation and expenditure which is grant backed (such as Housing Benefit expenditure).

There is an inherent fraud risk associated with the recording of expenditure in order for the Council to report a more favourable year-end position.

There is a risk that the Council may materially misstate expenditure through manipulating the year end position in order to report a more favourable outturn.

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**Our response**

Our work in this area will include the following:

We will obtain an understanding of the design and implementation of the key controls in place in relation to recording completeness and cut-off of service line expenditure (excluding payroll, depreciation and amortisation, and expenditure which is grant backed);

We will perform focused testing in relation to the completeness and cut-off of service line expenditure (excluding the areas set out above); and

We will review and challenge the assumptions made in relation to year-end estimates and judgements to assess completeness and accuracy of recorded service line expenditure.

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# Significant risks (continued)

## Risk 2 – Property Valuation

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**Risk identified**

The Code requires that where assets are subject to revaluation, their year end carrying value should reflect the appropriate fair value at that date. The Council has adopted a rolling revaluation model which sees all land and buildings revalued over a five year cycle. As a result of this, however, individual assets may not be revalued for four years.

There is therefore a risk that the value of property assets materially differ from the year end fair value.

The Council held £33m of Property, Plant and Equipment (PPE) at 31 March 2019. Revaluation adjustments in 2019 totalled a downward revaluation of £427k. Our testing of the more complex valuations undertaken in 2019 identified a material error in the balances presented for audit. The revaluation of £427k reflected in the financial statements is stated after correcting for the issues identified which totalled £2.4m.

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**Our response**

We will test the design and implementation of key controls in place around the property valuation, and how the Council assures itself that there are no material impairments or changes in value for the assets not covered by the annual valuation;

We will assess the Council's response to the findings raised in the 2019 audit;

We will review any revaluations performed in the year, assessing whether they have been performed in a reasonable manner, on a timely basis and by suitably qualified individuals;

We will review the approach used by the Authority to assess the risk that assets not subject to revaluation are materially misstated;

We will use our valuation specialists, Deloitte Real Estate, to support our review and challenge the appropriateness of the Council's assumptions on its assets values between April 2019 and Year end; and

We will test a sample of revalued assets and re-perform the calculation assessing whether the movement has been recorded through the correct line of the accounts.

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# Significant risks (continued)

## Risk 3 – Management override of controls

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**Risk identified**

In accordance with ISA 240 (UK and Ireland) management override of controls is a significant risk for all entities. This risk area includes the potential for management to use their judgement to influence the financial statements as well as the potential to override the Council's controls for specific transactions.

The key judgements in the financial statements include those which we have selected to be the significant audit risks, (completeness and cut-off of service line expenditure and the Council's property valuations) and any one off and unusual transactions where management could show bias. These are inherently the areas in which management has the potential to use their judgment to influence the financial statements.

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**Our response**

In considering the risk of management override, we plan to perform the following audit procedures that directly address this risk:

We will test the design and implementation of key controls in place around journal entries and key management estimates;

We will risk assess journals and select items for detailed testing. The journal entries will be selected using computer-assisted profiling based on areas which we consider to be of increased interest;

We will review accounting estimates for biases that could result in material misstatements due to fraud; and

We will obtain an understanding of the business rationale of significant transactions that we become aware of that are outside of the normal course of business for the Council, or that otherwise appear to be unusual, given our understanding of the entity and its environment.

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# Insights and recommendations

## Update on insights raised in the previous audit

We have had regular discussion with Management since the conclusion of the 2019 audit regarding the insights raised in that audit. We provide an update to the Audit and Standards Committee on these insights. These were first reported to the Committee in our ISA260 letter issued July 2019:

	2019 Deloitte observation and recommendation	2019 Management response, responsible officer, and deadline	2020 update
Methodology and evidence based property valuations	We noted during our work on valuations in 2019 that there were areas where valuations were not fully in line with RICS methodology and lacked rigorous workings and evidence base to support the valuation figures. We recommended the Council ensured future valuations where done in sufficient detail.	We will review the approach to performing valuations to ensure that going forward valuations provide sufficient detail to meet RICS standards. Head of Technical Services / Oct 2019	The Council have established an Asset Valuation Team to manage the valuation process, and an Asset Valuation Strategy summarising the approach to the valuation of assets. For 2020, Fylde have engaged a third party firm to perform their asset valuations. The recommendations arising in 2019 have been discussed with the third party firm, and to date, we have reviewed the draft Service Level Agreement with the valuation firm.
Review of property valuations	Property valuations performed by a RICS qualified in-house valuer were not subject to by a second qualified valuer. We recommended property valuations were reviewed by qualified valuers to help ensure valuations are prepared in line with RICS guidance.	We will implement processes whereby property valuations are subject to review by a second qualified valuer. Head of Technical Services / Dec 2019	Valuations are now performed by a third party firm. Completed valuations are being reviewed by Fylde's in-house, qualified valuer to ensure independent review of the work performed and to ensure considerations specific to the local property market are considered.
Use of external property valuation experts	For complex asset valuation models, use of third party valuer in the process of the 2019 audit revealed a material difference in the valuation of one asset. We recommended for such assets (of which Fylde had two in 2019), to use external valuers going forward. Alternatively the Council could consider revaluing a sample of their assets by an external expert each year to benchmark the work of the internal valuer.	We will review the approach to performing valuations and consider the use of external experts for this exercise going forward. Head of Technical Services / Oct 2019	As above, the Council is engaging external valuers to carry out the annual cycle of asset valuations.

# Insights and recommendations

## Update on insights raised in the previous audit (continued)

	2019 Deloitte observation and recommendation	2019 Management response, responsible officer, and deadline	2020 update
Consideration of the value of assets not subject to formal revaluation in the year.	The Council revalues operational land and buildings on a five year rolling cycle. They are required to consider the valuation of assets not subject to revaluation in the year. We understand there is not a formal process by which this is done. We recommended the Council implements processes whereby the valuation of assets not revalued in the year are considered.	We will implement processes whereby the valuation of assets not revalued in the year are considered. Head of Technical Services / Chief Financial Officer / Oct 2019	The Authority has formalised and documented the process whereby the valuation of assets not revalued in the year are considered within the Asset Valuation Strategy. The Service Level Agreement with the external valuer requires that an appropriate review will be performed. We will review the output of this process and review during the audit.
Review of revaluation accounting entries	The finance department has a review process in place around the review of fixed asset accounting entries however it failed to prevent one (immaterial) misstatement. We recommended the client therefore makes the required changes in 2019/20, including corrections to the revaluation reserve. The finance department should ensure review-type controls are sufficiently detailed to identify such errors going forward.	We will make the required changes in 2019/20 and ensure review-type controls are sufficiently detailed to ensure fixed asset accounting entries are accurate going forward. Chief Financial Officer / Nov 2019	Fixed asset accounting entries have been reviewed to ensure they are accurate going forward. We will verify that this has been implemented for the key accounting entries made at year end.
IT environment	Our IT specialists identified observations regarding the IT system which we have communicated to management, covering areas such as IT security, privileged access accounts, data leakage and disaster recovery, and controls around shared IT environments with Blackpool Council. We recommend the Council reviews its IT systems and policies and consider whether they are satisfied with the safety and security of the IT environment.	We will review the observations identified by the IT specialists and implement any resultant actions in order to ensure satisfaction with the safety and security of the IT environment. ICT Manager / Dec 2019	The Authority has reviewed the observations made relating to the IT environment and has implemented actions as appropriate. We have not verified the implementation of these actions as the issues raised are minor and do not impact on our planned audit approach.



# Insights and recommendations

## Update on insights raised in the previous audit (continued)

	2019 Deloitte observation and recommendation	2019 Management response, responsible officer, and deadline	2020 update
Risk identification and management	<p>The Council has good processes in place to identify strategic risks on an annual basis. We noted however that there is an absence of operational risk monitoring. Post 2019 year end, we noted that an operation risk system, "GRACE", was introduced and will be rolled out over an 18 month period.</p> <p>We recommended Fylde ensures "GRACE" is fully implemented and changes bedded into the Council. The Council should review the effectiveness of the risk management system at the end of the implementation period.</p>	<p>We will ensure that the new "GRACE" system of monitoring operation risk is fully implemented, and we will carry out a post-implementation review.</p> <p>Director of Resources / Nov 2020</p>	<p>The GRACE risk management system has been implemented as the Council's approach to the management of risk.</p>
Physical verification of fixed assets	<p>Physical verification of assets owned by the council is done on an ad-hoc, service led basis without a formal process.</p> <p>There should be a formal, periodic physical verification and inspection which is conducted independently of the service areas.</p>	<p>We will implement a process whereby physical verification of assets is formalised.</p> <p>Management Team / Mar 2020</p>	<p>The Corporate Team now carry out physical verification and inspection of assets, and this process is documented.</p> <p>We have reviewed the new process as documented and are satisfied with its design.</p>
Fully depreciated assets	<p>We noted a high value of fully depreciated assets: assets with a material gross book value are fully depreciated at year end and have nil net book value.</p> <p>We recommended Fylde reviews its depreciation policy to ensure it is an accurate reflection of the lives of assets, and check whether the fully depreciated assets are still owned or in use by the Council.</p>	<p>We will review the depreciation policy to ensure it is an accurate reflection of the useful economic lives of assets and remove any unused assets from the accounts.</p> <p>Chief Financial Officer / Oct 2019</p>	<p>An analysis of the fully depreciated assets has been produced and reviewed by the Council. The existence and continued use of the assets will be verified through the program of asset verification noted above.</p>

# Insights and recommendations

## Update on insights raised in the previous audit (continued)

	2019 Deloitte observation and recommendation	2019 Management response, responsible officer, and deadline	2020 update
NNDR appeals provisioning	<p>The NNDR appeals provision is largely calculated by a third party organisation. Fylde make some changes to certain areas of the provision where their local knowledge allows them to, on an ad hoc basis. There was not a formal process for reviewing the appropriateness of the third party calculations.</p> <p>We recommended the Councils formalises its process for considering the appropriateness of the third party provision calculation, and extends the analysis performed to challenge the third party's figures in doing so.</p>	<p>We will review the process for considering the appropriateness of the third party calculations for the NNDR appeals provision.</p> <p>Chief Financial Officer / Mar 2020</p>	<p>The Council have reviewed and documented the process for considering the appropriateness of the third party calculations for the NNDR appeals provision.</p> <p>Deloitte will review the appeals process and calculation at year end, as part of the main audit work.</p>

# Maintaining audit quality

## Responding to challenges in the current audit market

This is a time of intense scrutiny for our profession with questions over the role of auditors, market choice and the provision of non-audit services by an audit firm. We welcome the debate and are engaging fully with all parties who have an interest in the current audit market reform initiatives, so that our profession, our people, our clients and most importantly, the public interest, are served to the highest standards of audit quality and independence.

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### The role of audit

- Public confidence in audit has weakened over recent years and the expectation gap has widened with differences between what an audit does and what people think it should do (largely in areas of internal controls, fraud, front half assurance and long term viability)
- Deloitte fully supports an independent review into the role of auditors
- The Government's Brydon Review will consider UK audit standards and how audits should evolve

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### Would it be better to have audit only firms?

- Deloitte believes that multidisciplinary firms have more knowledge, greater access to technology and a deeper talent pool. The specialist input from industry, valuation, controls, pensions, cyber, solvency, IT and tax services are critical to an effective audit.
- Our investment in audit innovation, training and technology is greater because of the multidisciplinary model

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### Is the current audit market uncompetitive?

- We recognise that the competition for large, complex clients is fierce, but we wholeheartedly support greater choice being available to stakeholders
- There are barriers to entry in the listed market that are significant including the required global reach, unlimited liability, and the high cost of tendering
- The audit profession has engaged with the Competition and Markets Authority with ideas on how to provide greater choice in the market, and responded to the CMA's suggested market remedies

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### Independence and conflicts from other services

- Legislation and the FRC's Ethical Standard restrict the services we may provide to audit clients
- Deloitte invests heavily in systems, processes and people to check for potential conflicts
- We have governance in place to assess any areas of potential conflict, including where required to protect the public interest
- Fees for non-audit services to audit clients have fallen since 2008 (17% to 7.3% of firm revenue)

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### Deloitte

- Deloitte and Audit Service Line leadership are happy to meet the Board and management of our clients with respect to this important debate. We reaffirm our commitment to quality, independence and upholding the public interest
- Our Impact Report and Transparency Report are available on our website <https://www2.deloitte.com/uk/en/pages/about-deloitte-uk/articles/annual-reports.html>
- Our response to the latest AQR report is on slide in appendix 3

# Purpose of our report and responsibility statement

## Our report is designed to help you meet your governance duties

### What we report

Our report is designed to establish our respective responsibilities in relation to the financial statements audit, to agree our audit plan and to take the opportunity to ask you questions at the planning stage of our audit. Our report includes:

- Our audit plan, including key audit judgements and the planned scope; and
- Key regulatory and corporate governance updates, relevant to you

### Use of this report

This report has been prepared for the Council, as a body, and we therefore accept responsibility to you alone for its contents. We accept no duty, responsibility or liability to any other parties, since this report has not been prepared, and is not intended, for any other purpose. Except where required by law or regulation, it should not be made available to any other parties without our prior written consent.

We welcome the opportunity to discuss our report with you and receive your feedback.

### What we don't report

As you will be aware, our audit is not designed to identify all matters that may be relevant to the Council.

Also, there will be further information you need to discharge your governance responsibilities, such as matters reported on by management or by other specialist advisers.

Finally, the views on internal controls and business risk assessment in our final report should not be taken as comprehensive or as an opinion on effectiveness since they will be based solely on the audit procedures performed in the audit of the financial statements and the other procedures performed in fulfilling our audit plan.

### Other relevant communications

We will update you if there are any significant changes to the audit plan.

**Deloitte LLP**

Newcastle | March 2020

# Appendix 1: Fraud responsibilities and representations

## Responsibilities explained



### **Your Responsibilities:**

The primary responsibility for the prevention and detection of fraud rests with management and those charged with governance, including establishing and maintaining internal controls over the reliability of financial reporting, effectiveness and efficiency of operations and compliance with applicable laws and regulations.



### **Our responsibilities:**

- We are required to obtain representations from your management regarding internal controls, assessment of risk and any known or suspected fraud or misstatement.
- As auditors, we obtain reasonable, but not absolute, assurance that the financial statements as a whole are free from material misstatement, whether caused by fraud or error.
- As set out in the significant risks section of this document, we have identified the risk of fraud in completeness and cut-off of service line expenditure, and management override of controls as key audit risks for your organisation.



### **Fraud Characteristics:**

- Misstatements in the financial statements can arise from either fraud or error. The distinguishing factor between fraud and error is whether the underlying action that results in the misstatement of the financial statements is intentional or unintentional.
- Two types of intentional misstatements are relevant to us as auditors – misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets.

### **We will request the following to be stated in the representation letter signed on behalf of the Council:**

- We acknowledge our responsibilities for the design, implementation and maintenance of internal control to prevent and detect fraud and error.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- We are not aware of any fraud or suspected fraud / We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity or group and involves:
  - (i) management;
  - (ii) employees who have significant roles in internal control; or
  - (iii) others where the fraud could have a material effect on the financial statements.
- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.

# Appendix 1: Fraud responsibilities and representations (continued)

## Inquiries

We will make the following inquiries regarding fraud:



### **Management:**

- Management's assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent and frequency of such assessments.
- Management's process for identifying and responding to the risks of fraud in the entity.
- Management's communication, if any, to those charged with governance regarding its processes for identifying and responding to the risks of fraud in the entity.
- Management's communication, if any, to employees regarding its views on business practices and ethical behaviour.
- Whether management has knowledge of any actual, suspected or alleged fraud affecting the entity.



### **Internal audit:**

- Whether internal audit has knowledge of any actual, suspected or alleged fraud affecting the entity, and to obtain its views about the risks of fraud.



### **Those charged with governance:**

- How those charged with governance exercise oversight of management's processes for identifying and responding to the risks of fraud in the entity and the internal control that management has established to mitigate these risks.
- Whether those charged with governance have knowledge of any actual, suspected or alleged fraud affecting the entity.
- The views of those charged with governance on the most significant fraud risk factors affecting the entity.

## Appendix 2: Independence and fees

As part of our obligations under International Standards on Auditing (UK), we are required to report to you on the matters listed below:

Independence confirmation	We confirm the audit engagement team, and others in the firm as appropriate, Deloitte LLP and, where applicable, all Deloitte network firms are independent of the Council and will reconfirm our independence and objectivity to the Audit and Standards Committee for the year ending 31 March 2020 in our final report to the Audit and Standards Committee.
Fees	<p>There are no non-audit fees other than the £10.5k Housing Benefit work.</p> <p>Public Sector Audit Appointments have in January 2020 launched a consultation on the level of audit fees payable in respect of 2020/21. Within the consultation PSAA highlight the additional audit requirements associated with, amongst other things;</p> <ul style="list-style-type: none"><li>• the revisions to the Code of Audit Practice in respect Value for Money,</li><li>• the introduction of IFRS 16 (leases),</li><li>• and the introduction is ISA540 (auditing accounting estimates and related disclosures).</li></ul> <p>It is expected that these changes will significantly increase the level of work required to be undertaken by the auditor and as such we anticipate that audit fees will need to increase from 2020/21 onwards.</p>
Non-audit services	In our opinion there are no inconsistencies between the FRC's Ethical Standard and the Council's policy for the supply of non-audit services or any apparent breach of that policy. We continue to review our independence and ensure that appropriate safeguards are in place including, but not limited to, the rotation of senior partners and professional staff and the involvement of additional partners and professional staff to carry out reviews of the work performed and to otherwise advise as necessary.
Relationships	We have no other relationships with the Council, its directors, senior managers and affiliates, and have not supplied any services to other known connected parties.

## Appendix 2: Independence and fees (continued)

The professional fees expected to be charged by Deloitte in the period from 1 April 2018 to 31 March 2020 are as follows:

	2019/20 £	2018/19 £
Financial statement audit including Whole of Government Accounts reporting submission and procedures in respect of Value for Money risk assessment	36,729	36,729
Additional fee in relation to audit of Property Valuations	-	5,000
<b>Total audit</b>	<b>36,729</b>	<b>41,729</b>
Audit related assurance services	10,500	10,500
<b>Total assurance services</b>	<b>10,500</b>	<b>10,500</b>
<b>Total fees</b>	<b>47,229</b>	<b>52,229</b>



# Appendix 3: Our approach to quality

## AQR team report and findings

We maintain a relentless focus on quality and our quality control procedures and continue to invest in and enhance our Audit Quality Monitoring and Measuring programme. In July 2019 the Financial Reporting Council ("FRC") issued individual reports on each of the seven largest firms, including Deloitte, on Audit Quality Inspections providing a summary of the findings of its Audit Quality Review ("AQR") team for the 2018/19 cycle of reviews.

We greatly value the FRC reviews of our audit engagements and firm wide quality control systems, a key aspect of evaluating our audit quality. We have further transformed our internal review processes including a new focus for reviewing in progress audits, developing our Audit Quality Indicators ('AQI') which are monitored and reported to the firm's executive, and on enhanced remediation procedures.

Whilst we are pleased that overall our quality record, as measured by external inspections, has improved from 76% to 84%, we remain committed to continuous improvement and achieving as a minimum the 90% benchmark across all engagements. We are however, extremely disappointed one engagement received a rating of significant improvements required during the period. This is viewed very seriously within Deloitte and we have worked with the AQR to agree a comprehensive set of swift and significant firm wide actions. We are also pleased to see the impact of our previous actions on impairment, group audits and contingent liability disclosures reflected in the audits under review and there being limited or no findings in those areas. These continue to be a focus in our training, internal coaching and internal review programmes.

We invest continually in our firm wide processes and controls, which we seek to develop globally, to underpin consistency in delivering high quality audits whilst ensuring engagement teams exercise professional scepticism through robust challenge.

All the AQR public reports are available on its website.  
<https://www.frc.org.uk/auditors/audit-quality-review/audit-firm-specific-reports>

### The AQR's 2018/19 Audit Quality Inspection Report on Deloitte LLP

"We assessed 84% of the firm's audits that we reviewed as requiring no more than limited improvements, compared with 76% in 2017/18. Of the FTSE 350 audits we reviewed this year, we assessed 75% as achieving this standard compared with 79% in 2017/18. We note that our inspection results show only modest improvements in audit quality."

"We had no significant findings arising from our firm-wide work on internal quality monitoring, engagement quality control reviews and independence and ethics."

#### **"Our key individual review findings related principally to the need to:**

- Exercise greater professional scepticism in the audit of potential prior year adjustments and related disclosures in the annual report and accounts.
- Strengthen the extent of challenge of key estimates and assumptions in key areas of judgement, including asset valuations and impairment testing.
- Improve the consistency of the quality of the firm's audit of revenue.
- Achieve greater consistency in the audit of provisions and liabilities."

#### **"The firm has enhanced its policies and procedures during the year in a number of areas, including the following:**

- Through the firm's global audit quality programmes, there has been an increased focus on consistency of audit work across the audit practice. For certain account balances, standardised approaches have been adopted, further use has been made of centres of excellence and delivery centres and new technologies embedded into the audit process to support and enable risk assessments, analytical procedures and project management activities.
- Further methodology updates and additional guidance and training for the audit practice covering group audits, accounting estimates, financial services (including the adoption of IFRS 9) provisions and contingencies and the evidencing of quality control procedures (including EQCR) on individual audits.
- Increased support for audit teams throughout the audit cycle including coaching programmes for teams and greater use of diagnostics to monitor progress.
- Continued focus on the approach to the testing of internal controls. The firm provided additional training and support to audit teams adopting a controls-based audit approach, increased focus on reporting to Audit Committees on internal controls and on the wording of auditor's reports."



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