

South Ayrshire Integration Joint Board

Report to the Performance and Audit Committee, Members of
the IJB and the Controller of Audit on the 2018/19 audit

Issued 15 August 2019 for the meeting on 23 August 2019

Contents

01 Our final report

Introduction	3
Our audit explained	6
Financial statements audit	7
Significant risks	8
Our audit report	11
Your annual report	12
Audit dimensions	14

02 Appendices

Purpose of our report and responsibility statement	19
Audit adjustments	20
Action plan	21
Fraud responsibilities and representations	23
Independence and fees	24

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.

I have pleasure in presenting our final report to the Performance and Audit Committee ('the Committee') and Members of South Ayrshire Integration Joint Board ('the IJB' 'the Board') for the 2019 audit. The scope of our audit was set out within our planning report presented to the Performance and Audit Committee in March 2019.

This report summarises our findings and conclusions in relation to:

- The audit of the **financial statements**; and
- Consideration of the **four audit dimensions** that frame the wider scope of public sector audit requirements as illustrated in the following diagram. This includes our consideration of the Board's duty to secure best value.



Introduction (continued)

The key messages in this report (continued)

I would like to draw your attention to the key messages of this paper:

Conclusions from our testing

Based on our audit work completed to date we expect to issue an unmodified audit opinion.

Our review of the management commentary and annual governance statement identified a number of areas where the annual accounts needed revising in order to comply fully with statutory guidance. While we are pleased to note that management have incorporated the recommended changes in the final draft, improvements need to be made in 2019/20, with an appropriate quality control review taking place before being passed to audit.

The auditable parts of the remuneration and staff report have been prepared in accordance with the relevant regulation.

A summary of our work on the significant risks is provided in the dashboard on page 8.

As set out on page 20, there were two corrected misstatements identified by management in excess of our reporting threshold of £180k.

No disclosure deficiencies have been identified up to the date of this report.

Status of the financial statements audit

Outstanding matters to conclude the audit include:

- Journal entry testing;
- Finalisation of internal quality control procedures;
- Receipt of final financial statements;
- Receipt of signed management representation letter; and
- Our review of events since 31 March 2019.

Conclusions on audit dimensions

As set out on page 3, our audit work covered the four audit dimensions. This incorporated the specific risks highlighted by Audit Scotland, in particular, the impact of EU withdrawal, the changing landscape for public financial management, dependency on key suppliers and increased focus on openness and transparency.

Our detailed interim report, presented to the Committee in June 2019, set out our findings and conclusions on each dimension. We have updated this for any significant changes since that report and our overall conclusion on each dimension is summarised on pages 16-17.

Introduction (continued)

The key messages in this report (continued)

Conclusions on audit dimensions (continued)

Financial sustainability

The IJB's current financial position is extremely challenging, with an overspend reported in 2018/19 and no medium to long-term financial plan in place. Whilst a balanced budget for 2019/20 was agreed in June 2019, this was highlighted as high risk, therefore, the IJB is still at a significant risk of not achieving short-term financial balance in 2019/20.

A medium to long-term financial plan along with a detailed transformation plan setting out how services will be provided within the funding available, needs to be completed as a matter of urgency.

Financial management

The IJB only achieved financial balance in 2018/19 through receiving additional funding of £3,277k from South Ayrshire Council which is repayable in future years and use of £968k reserves carried forward from 2017/18.

During 2018/19, the IJB did not operate as a "fully integrated budget" making it difficult for IJB members to make these decisions. This improved during the 2019/20 budget process with the IJB and both partners involved throughout. To be fully effective, the IJB needs to adopt an integrated approach to budgeting, which allows IJB members to make decisions in relation to the total funding allocated to meet the objectives of its Strategic Plan.

Governance and transparency

We understand that in response to the financial challenges that have arisen in 2018/19, there is a general consensus that a comprehensive review of the roles and responsibilities is required to clarify the inter-relationship with the NHS and Council and where responsibilities lie. This should be done as part of the review of the Integration Scheme. Once completed, a comprehensive training programme should be developed for all members, building on the training previously provided, to ensure that they clearly understand their roles and responsibilities as members of the IJB.

In general, the IJB has a good attitude to openness and transparency and there is a supportive culture that underpins this.

Value for money

The IJB has a performance management framework in place, with performance regularly considered by management, and the Board. The IJB clearly reports on its contribution towards the national outcomes through its quarterly and annual performance reports.

The Care Inspectorate is closely monitoring a number of performance issues highlighted in a recent Significant Case Review. We will maintain dialogue to assess progress and any further improvement required.

Our conclusions are included on pages 8 to 17 of this report, with the detailed findings and agreed Action Plan on pages 21-22 and also included in our interim report in June 2019.

We will consider progress with the agreed actions as part of our 2019/20 audit.

Added value

Our aim is to add value to the IJB by providing insight into, and offering foresight on, financial sustainability, risk and performance by identifying areas for improvement and recommending and encouraging good practice. In so doing, we aim to help the IJB promote improved standards of governance, better management and decision making, and more effective use of resources.

This is provided throughout this report and our separate interim report. In particular, our separate "Sector Developments" report, presented along with our interim report shared our research, informed perspective and best practice from our work across the wider public sector that are specifically relevant to the IJB.

Our audit explained

Area dimensions

In accordance with the 2016 Code of Audit Practice, we have considered how you are addressing the four audit dimensions:

- Financial sustainability
- Financial management
- Governance and transparency
- Value for money

Significant risks

Our risk assessment process is a continuous cycle throughout the year. Page 8 provides a summary of our risk assessment of your significant risks.

Quality and Independence

We confirm we are independent of South Ayrshire IJB. We take our independence and the quality of the audit work we perform very seriously. Audit quality is our number one priority.

Final audit report

In this report we have concluded on the audit risks identified in our planning report and any other key findings from the audit.

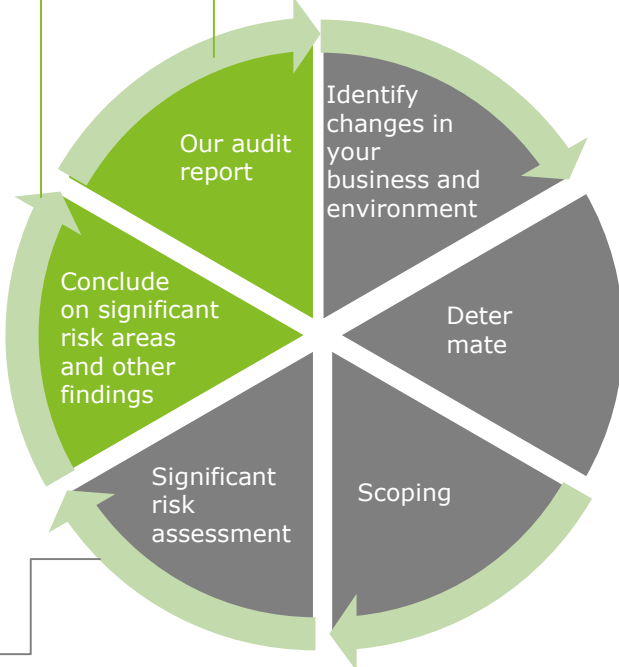
Key developments in your business

As noted in our planning report, the

Materiality

Scope of the audit

We have audited the financial statements for the year ended 31 March 2019 of South Ayrshire IJB.



Timeline 2018/19

**November 2018
February 2019**

Meetings with management and other staff to update understanding of the processes and controls.

1 March 2019
Presented planning paper to the Performance and Audit Committee

31 March 2019
Year end

June August 2019

Review of draft accounts, testing of significant risk and performance of substantive testing of results.

7 June 2019
Presented interim report to the Performance and Audit Committee

9 August 2019
Audit close meeting

23 August 2019







Performance and Audit Committee meeting

4 September 2019
Accounts sign off

Financial statements audit



Significant risks Dashboard

Risk	Material	Fraud risk	Planned approach to controls testing	Controls testing conclusion	Consistency of judgements with Deloitte's expectations	Comments	Page no.
Completeness and accuracy of income			D+I	Satisfactory		Satisfactory	9
Management override of controls			D+I	Satisfactory		Satisfactory	10

Overly prudent, likely to lead to future credit



Overly optimistic, likely to lead to future debit.

D+I: Testing of the design and implementation of key controls

Significant risks (continued)

Risk 1 – Completeness and accuracy of income

Risk identified

ISA 240 states that when identifying and assessing the risks of material misstatement due to fraud, the auditor shall, based on a presumption that there are risks of fraud in income recognition, evaluate which types of income, income transactions or assertions give rise to such risks. The main components of income for the IJB are contributions from its funding partners, namely South Ayrshire Council (SAC) and NHS Ayrshire and Arran (NHS A&A). The significant risk is pinpointed to the recognition of this income, being completeness and accuracy of contributions received from South Ayrshire Council and NHS Ayrshire & Arran.



Key judgements and our challenge of them

Given the year end deficit reported by the IJB, there is a risk that overspends could be funded by funding partners in the year following their approval, and therefore contributions could differ from the approved budget.



Deloitte response

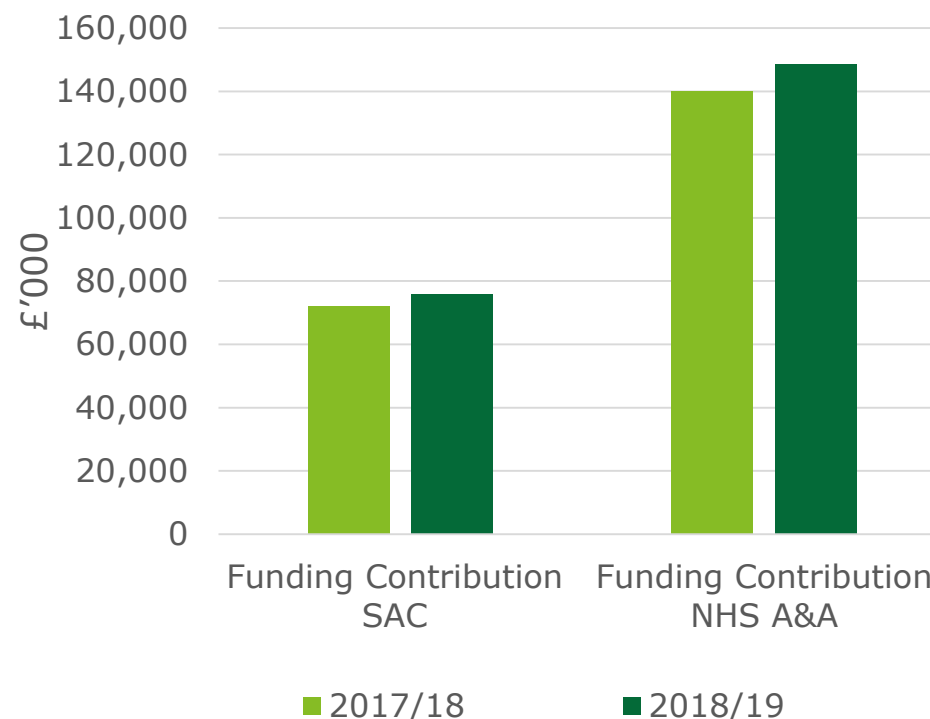
We have performed the following:

- tested the income to ensure that the correct contributions have been input and received in accordance with that agreed as part of budget process and that any reductions have been appropriately applied;
- tested the reconciliations performed by the IJB at 31 March 2019 to confirm all income is correctly recorded in the ledger;
- confirmed that the reconciliations performed during 2018/19 have been reviewed on a regular basis; and
- assessed management's controls around recognition of income.

Deloitte view

We have concluded that income has been correctly recognised in accordance with the requirements of the Code of Practice on Local Authority Accounting.

Funding Analysis



Significant risks (continued)

Risk 2 - Management override of controls

Risk identified

In accordance with ISA 240 (UK) management override is a significant risk. 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 Board's controls for specific transactions.



Key judgements

The key judgments in the financial statements are those which we have selected to be the significant audit risks around the completeness and accuracy of income (page 9). This is inherently the area in which management has the potential to use their judgement to influence the financial statements.



Deloitte response

We have considered the overall sensitivity of judgements made in preparation of the financial statements, and note that:

- The Board's results throughout the year were projecting overspends in operational areas. This was closely monitored and whilst projecting overspends, the underlying reasons were well understood; and
- Senior management's remuneration is not tied to particular financial results.

We have considered these factors and other potential sensitivities in evaluating the judgements made in the preparation of the financial statements.

Significant and unusual transactions

We did not identify any significant transactions outside the normal course of business or any transactions where the business rationale was not clear.

Journals

We have performed design and implementation testing of the controls in place for journal approval.

We have used data analytics to risk assess journals and select items for detailed follow up testing. The journal entries were selected using computer-assisted profiling based on areas which we consider to be of increased interest.

We have tested the appropriateness of journal entries recorded in the general ledger, and other adjustments made in the preparation of financial reporting. No issues were noted based upon the work performed thus far.

Accounting estimates

We reviewed the financial statements for accounting estimates which could include biases that could result in material misstatements due to fraud. No accounting estimates have been recognised

We considered any adjustments required for the transition to the new standards (IFRS 15 Revenues from contracts with customers and IFRS 9 Financial Instruments), focusing on the areas of greatest judgement and value.

No issues have been identified from our testing.

Deloitte view

We have not identified any significant bias in the key judgements made by management based on work performed.

We have not identified any instances of management override of controls in relation to the specific transactions tested based on work performed to date.

We agree with management's position that the new accounting standards do not have a material impact for the Board.

Our audit report

Other matters relating to the form and content of our report

Here we discuss how the results of the audit impact on other significant sections of our audit report.



Our opinion on the financial statements

Based on the work completed to date, we anticipate issuing an unmodified opinion on the financial statements.



Material uncertainty related to going concern

We have not identified a material uncertainty related to going concern and will report by exception regarding the appropriateness of the use of the going concern basis of accounting.

Whilst the IJB is faced with financial sustainability issues (discussed on page 16), the Code of Practice on Local Authority Accounting requires authorities to prepare its financial statements on a going concern basis unless there is an intention by government that the services provided by the authority will no longer be required.



Emphasis of matter and other matter paragraphs

There are no matters we judge to be of fundamental importance in the financial statements that we consider it necessary to draw attention to in an emphasis of matter paragraph.

There are no matters relevant to users' understanding of the audit that we consider necessary to communicate in an other matter paragraph.



Other reporting responsibilities

The Annual Report is reviewed in its entirety for material consistency with the financial statements and the audit work performance and to ensure that they are fair, balanced and reasonable.

Our opinion on matters prescribed by the Controller of Audit are discussed further on pages 12-13.



Your annual report

We are required to provide an opinion on the auditable parts of the remuneration report, the annual governance statement and whether the management commentary has been prepared in accordance with the statutory guidance..

	Requirement	Deloitte response
Management Commentary	The Management Commentary comments on financial performance, strategy and performance review and targets. The commentary included both financial and non-financial KPIs and made good use of graphs and diagrams. The Board also focusses on the strategic planning context.	<p>We have assessed whether the Management Commentary has been prepared in accordance with the statutory guidance.</p> <p>We have also read the Management Commentary and confirmed that the information contained within is materially correct and consistent with our knowledge acquired during the course of performing the audit, and is not otherwise misleading.</p> <p>Our review identified a number of areas where the annual accounts needed revising in order to comply with statutory guidance. We are pleased to note that these changes have been made.</p> <p>We have made a number of recommendations for changes to the annual accounts in line with good practice. We have included elements of good practice for your consideration at page 13.</p>
Remuneration Report	The remuneration report must be prepared in accordance with the 2014 Regulations, disclosing the remuneration and pension benefits of the Chief Officer.	We have audited the disclosures of remuneration and pension benefits, pay bands, and confirmed that they have been properly prepared in accordance with the regulations.
Annual Governance Statement	The Annual Governance Statement reports that the IJB's governance arrangements provide assurance, are adequate and are operating effectively.	<p>We have assessed whether the information given in the Annual Governance Statement is consistent with the financial statements and has been prepared in accordance with the accounts direction.</p> <p>Our review identified a number of areas for changes to the Annual Governance Statement in order to comply with statutory guidance. We are pleased to note that these changes have been made.</p>

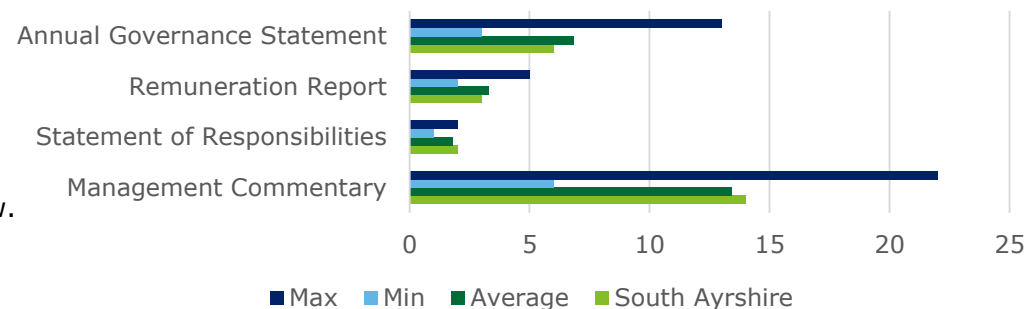
Your annual report (continued)

Good practice note – improving quality of annual accounts

Audit Scotland have issued a series of Good Practice notes to highlight where Annual Reports can be improved. One specifically directed at Integration Joint Boards was published in April 2018. We have highlighted below some of the key messages from this guidance note and would encourage the Board to consider this further in future annual accounts.

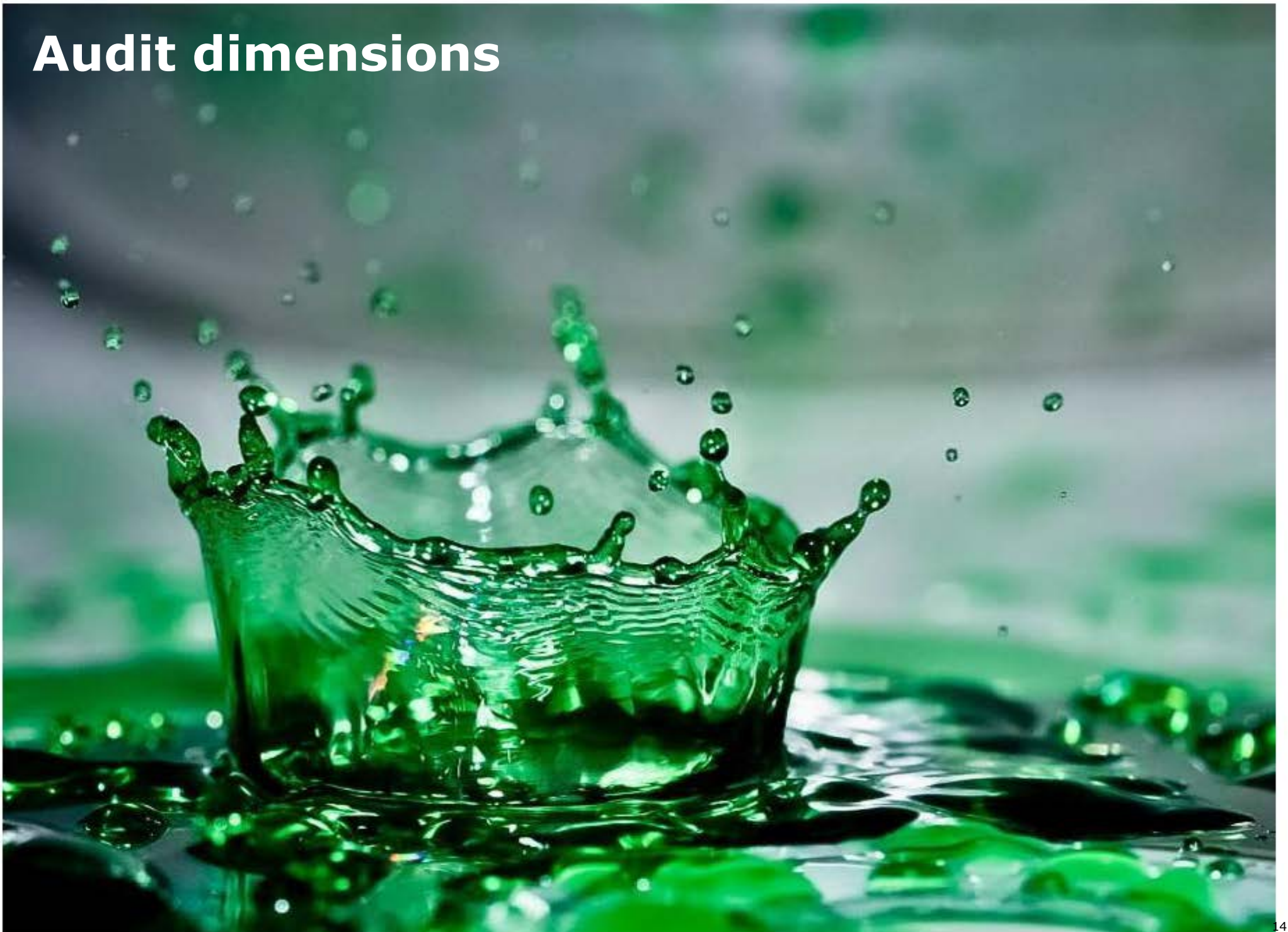
We have also benchmarked the length of the draft 2018/19 Annual Report against other IJBs. South Ayrshire Council sits around the average length, however, improvements could be made in the content as highlighted below.

Length of narrative benchmarking



Key messages		
A single story	<ul style="list-style-type: none"> The narrative in the management commentary and annual governance statement should be consistent with the accounting information in the financial statements. Significant points in the financial statements should be explained in the management commentary. 	G
How funding was used	<ul style="list-style-type: none"> The management commentary should give a clear and balanced account of how funding was used. Explanations of the IJB's business model should be provided. The salient features of the IJB's performance and position should be explained in a balanced way. 	G
What worries board members	<ul style="list-style-type: none"> The risks and uncertainties described in the management commentary should genuinely be the principal risks and uncertainties that the board members are concerned about. The descriptions should be sufficiently specific that users can understand why they are important to the board members. The management commentary and annual governance statement should describe the mitigating actions to manage the impact of the principal risks and uncertainties and significant governance weaknesses. The links to accounting estimates and judgements should be clear. 	G
Consistency	<ul style="list-style-type: none"> Highlighted or adjusted figures, key performance indicators and other measures referred to in the management commentary should be clearly reconciled to the relevant amounts in the financial statements. Any adjustments to the figures in the management commentary should be clearly explained, together with the reasons why they are being made. 	G
Cut the clutter	<ul style="list-style-type: none"> Important messages, policies and transactions should be highlighted and supported with relevant context and not obscured by immaterial detail. Cross-referencing and signposting should be used effectively, and repetition avoided. 	A
Summarise	<ul style="list-style-type: none"> Items should be reported at an appropriate level of aggregation. Tables should be supported by, and consistent with, the accompanying narrative. 	G
Explain change	<ul style="list-style-type: none"> Significant changes from the prior period, whether matters of policy or presentation, should be properly explained 	A
True and fair	<ul style="list-style-type: none"> The spirit as well as the letter of proper accounting practices should be followed. 	G

Audit dimensions



Audit dimensions

Overview

Public audit in Scotland is wider in scope than financial audit. This section of our report sets out our conclusions on our audit work covering the following area, with our detailed findings and conclusions reported to the Committee in June 2019 as part of our [Interim Report](#). Our report is structured in accordance with the **four audit dimensions**, but also covers our specific audit requirements on best value and specific risks as summarised below.



Audit Dimensions

Best Value (BV)

It is the duty of the IJB to secure BV as prescribed in the Local Government (Scotland) Act 1973.

We have considered the Board's duty to secure BV as part of the governance arrangements considered as part of the audit dimensions work.

Specific risks

As set out in our Annual Audit Plan, Audit Scotland had identified a number of specific risks faced by the public sector which we have considered as part of our work on the four audit dimensions.

- EU Withdrawal
- Changing landscape for public financial management
- Dependency on key suppliers
- Openness and transparency

Our conclusions on the above were reported in our [Interim Report](#) to the Committee in June.

Audit dimensions (continued)

Financial sustainability and financial management

Financial sustainability looks forward to the medium and longer term to consider whether the body is planning effectively to continue to deliver its services or the way in which they should be delivered.

Key facts:

2018/19 financial position

- £3,277k overspend against operational budget.

2019/20 financial position

- £7,475k savings required.

Overall conclusions

The IJB incurred an overspend of £3,277k against its operational budget in 2018/19. A high risk balanced budget for 2019/20 was agreed in June 2019 which included £7,475k of savings to be achieved. At present, the IJB is at significant risk of not achieving short-term financial balance in 2019/20.

In the medium term, the IJB is faced with an extremely challenging financial position. Despite our recommendations in the last two years, a medium to longer term plan has not yet been developed due to the lack of a dedicated IJB finance team. We understand that this is now under development. This, along with a detailed transformation plan setting out how services will be provided within the funding available, needs to be completed as a matter of urgency. The Scottish Government's five-year Medium Term Financial Strategy and its Health and Social Care Medium Term Financial Framework should be considered as part of the development of the medium to long-term financial plan.

Financial management is concerned with financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively.

Key facts:

2018/19 budget

- Budgeted expenditure of £222,055k, against actual expenditure of £225,332k.
- Savings of £2,901k achieved, against budgeted savings of £4,683k.
- Overspends reported during the year.
- Regular reporting to senior management and board members.

Overall conclusions

The IJB incurred an overspend of £3,277k against its operational budget in 2018/19, which has been regularly reported to the Board throughout the year in the quarterly financial monitoring reports. The Board was unable to accept a number of the savings proposals and as a result, discussions took place to secure additional interim funding. The Council agreed to fund this on an interim basis, on the assumption that this would be repaid in future years and a full review performed on roles and responsibilities.

We are pleased to note that the IJB has made improvements to the quality of financial monitoring reports in relation to the Lead Partnership arrangement and set aside budget, and recent training has been provided to Board members on these.

During 2018/19, the IJB did not operate as a "fully integrated" budget making it difficult for IJB members to make decisions. This improved during the 2019/20 budget process with the IJB and both partners involved throughout. To be fully effective, the IJB needs to adopt an integrated approach to budgeting, which allows IJB members to make decisions in relation to the total funding allocated to meet the objectives of its Strategic Plan.

Audit dimensions (continued)

Governance and transparency and value for money

Governance and transparency is concerned with the effectiveness of scrutiny and governance arrangements, leadership and decision making, and transparent reporting of financial and performance information.

Key facts:

- **Strategic Plan 2018-2021 approved in June 2018**

Overall conclusions

In general, the IJB has a good attitude to openness and transparency and there is a supportive culture that underpins this. This could be further enhanced by seeking the views of its key stakeholders to help inform future decision making.

We have reviewed the governance arrangements, the level of scrutiny, challenge and transparency of decision-making and the timeliness of financial and performance reporting.

There are a number of key governing documents which have not been reviewed or refreshed by the Board since 2015. Management have agreed to undertake a review of the governing documents as a part of the review of the Integration Scheme during 2019/20.

We also understand that in response to the financial challenges that have arisen in 2018/19, there is a general consensus that a comprehensive review of the governance structure is required to clarify the inter-relationship with the NHS and Council and where responsibilities lie. This should be done as part of the review of the Integration Scheme. Once completed, a comprehensive training programme should be developed for all members to ensure that they clearly understand their roles and responsibilities as members of the IJB.

Value for money is concerned with using resources effectively and continually improving services.

Key facts:

- **Between September 2017 and September 2018 that there has been an increase in the number of 'some concern' indicators reported from 15 to 25, however the number of 'major concern' indicators has remained at 10.**

Overall conclusions

Best Value duties apply to accountable officers across the public sector. One of the key principles of the IJB integration scheme is making best use of public money by providing services that are efficient, effective and sustainable, and best value is a visible theme throughout IJB reports. One mechanism for the IJB ensuring Best Value is through the preparation of the annual performance report, the report assesses performance in relation to best value.

The IJB clearly reports on its contribution towards the national outcomes through its quarterly and annual performance reports.

The Care Inspectorate is closely monitoring a number of performance issues highlighted in a recent Significant Case Review (SCR). In June 2019, a progress review was undertaken against a number of recommendations outlined in the SCR. The conclusions of the review have yet to be finalised but will be issued to the local authority in due course.

We will continue to maintain dialogue to assess progress and any further improvement required.

Appendices



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 help the Performance and Audit Committee and the Board discharge their governance duties. It also represents one way in which we fulfil our obligations under ISA 260 (UK) to communicate with you regarding your oversight of the financial reporting process and your governance requirements. Our report includes:

- Results of our work on key audit judgements and our observations on the quality of your Annual Report.
- Our internal control observations.
- Other insights we have identified from our audit.

What we don't report

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

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

The scope of our work

Our observations are developed in the context of our audit of the financial statements. We described the scope of our work in our audit plan and again in this report.

This report has been prepared for the Performance and Audit Committee and Board, 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.

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



Pat Kenny

for and on behalf of Deloitte LLP
Glasgow

15 August 2019

Audit adjustments

Summary of corrected and uncorrected misstatements and disclosure deficiencies

Corrected misstatements

		Debit/ (credit) CIES £m	Debit/ (credit) in net assets £m	Debit/ (credit) reserves £m	If applicable, control deficiency identified
Misstatements identified in current year					
Primary Care	[1]	3.151			
Community Care & Health	[1]	(3.151)			
Mental Health Services	[1]	0.297			
Children and Criminal Justice Services	[1]	(0.297)			
Total				-	

[1] This relates to a misclassification of expenditure on the face of the CIES and has no impact on total gross expenditure for the year. This misstatement was identified by management.

No other corrected misstatements have been identified from our audit work performed to date.

Uncorrected misstatements

No uncorrected misstatements have been identified from our audit work performed to date.

Disclosure misstatements

Auditing standards require us to highlight significant disclosure misstatements to enable audit committees to evaluate the impact of those matters on the financial statements. We have noted no material disclosure deficiencies in the course of our audit work to date.

Action plan

Recommendations for improvement

Our interim report submitted to the Committee in June 2019 reported our detailed recommendations arising from our work on the wider audit dimensions. In this report, we made six recommendations, as follows:

Wider audit dimension	Recommendations made
Financial sustainability	2
Financial management	2
Governance and transparency	2

We will follow up these recommendations and report to the Committee on progress as part of our 2019/20 audit.

In our interim report, we followed up on recommendations for improvement made in 2017/18. A summary of progress against 2017/18 actions has been included below. Of the three recommendations outstanding, two have an updated recommendation included above. One recommendation related to the financial statements audit which has not been actioned and a revised action plan point has been included on page 22. Consequently, there are seven total recommendations which we will follow up in our 2019/20 audit.

Area	Recommendations made	Recommendations implemented
Financial statements	1	-
Financial sustainability	2	1
Financial management	2	2
Governance and transparency	2	1

Action plan (continued)

Recommendations for improvement (continued)

Area	Recommendation	Management Response	Responsible person	Target Date	Priority
<i>Annual Report</i>	<p>In our 2017/18 ISA 260, we recommended that a review of the annual report should be performed in line with the Good Practice Note issued in April 2018. The 2018/19 annual report presented for audit did not consider the key messages outlined the Good Practice Note.</p> <p>South Ayrshire IJB needs to improve the detail and quality of its Annual Report. This should include:</p> <ul style="list-style-type: none"> •Ensuring all the requirements per the Code are included in the Annual Report prior to review by audit; •Sense checking all of the information disclosed in the Annual Report to ensure it is consistent with information disclosed elsewhere in the annual accounts; •Revising the layout and structure of the information presented in the Annual Report to be more user friendly; and •Tailoring the level of information disclosed and the removal of any information which does not add value or aid the understanding of the user of the Annual Report. <p>(see page 12 for more information)</p>	<p>Management accept these recommendations and made changes to the initial draft Annual Report submitted. It was highlighted to the Performance and Audit Committee that, owing to the short turnaround time to produce the accounts some changes were likely to the text based sections.</p>		31/03/2020	Medium

Fraud responsibilities and representations

Responsibilities explained



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. 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.



Required representations:

We have asked the Board to confirm in writing that you have disclosed to us the results of your own assessment of the risk that the financial statements may be materially misstated as a result of fraud and that you are not aware of any fraud or suspected fraud that affects the entity.

We have also asked the Board to confirm in writing their responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud and error.



Audit work performed:

In our planning we identified the completeness and accuracy of income and management override of controls as key audit risks for your organisation.

During course of our audit, we have had discussions with management and those charged with governance.

In addition, we have reviewed management's own documented procedures regarding fraud and error in the financial statements.

We have reviewed the paper prepared by management for the Performance and Audit Committee on the process for identifying, evaluating and managing the system of internal financial control.

Concerns:

No concerns have been identified regarding fraud.



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 that we comply with APB Ethical Standards for Auditors and that, in our professional judgement, we and, where applicable, all Deloitte network firms are independent and our objectivity is not compromised.

Fees The audit fee for 2018/19, in line with the fee range provided by Audit Scotland, is £25,000 as broken down below:

	£
Auditor remuneration	17,200
Audit Scotland fixed charges:	
Pooled costs	1,670
Contribution to PABV	5,050
Audit support costs	1,080
Total agreed fee	25,000

No non-audit fees have been charged by Deloitte in the period.

Non-audit services In our opinion there are no inconsistencies between APB Ethical Standards for Auditors and the company'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 are required to provide written details of all relationships (including the provision of non-audit services) between us and the organisation, its board and senior management and its affiliates, including all services provided by us and the DTTL network to the audited entity, its board and senior management and its affiliates, and other services provided to other known connected parties that we consider may reasonably be thought to bear on our objectivity and independence.

We are not aware of any relationships which are required to be disclosed.





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