

South Yorkshire Mayoral Combined Authority

Report to the Audit, Standards and Risk Committee

DRAFT

Indicative External Audit Plan & Strategy for the
year ending 31 March 2024

3 September 2024

Introduction

To the Audit, Standards and Risk Committee of South Yorkshire Mayoral Combined Authority

We are pleased to have the opportunity to meet with you to discuss our audit of the financial statements of South Yorkshire Mayoral Combined Authority for the year ending 31 March 2024.

We have been appointed as your auditors by Public Sector Audit Appointments Ltd. The audit is governed by the provisions of the Local Audit and Accountability Act 2014 and in compliance with the NAO Code of Audit Practice. The NAO is consulting on a new Code of Audit Practice for 2023/24, therefore this plan will remain draft until the finalisation of that Code.

This report outlines our indicative risk assessment and planned audit approach. We note that an audit opinion has not been expressed on the prior period. Once the prior period audit opinion has been expressed, we will communicate any significant changes to the planned approach. We provide this report to you in advance of the meeting to allow you sufficient time to consider the key matters and formulate your questions.

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The engagement team

James Boyle, ACA, is the Engagement Director on the audit. He has approximately 15 years' of audit experience.

James shall lead the engagement and is responsible for the audit opinion.

Other key members of the engagement team include Molly Lindley (Engagement Manager) and James Reilly (Assistant Manager) with 7 years' and 5 years' of experience respectively.

Yours sincerely,



James Boyle

Director - KPMG LLP

3 September 2024

How we deliver audit quality

Audit quality is at the core of everything we do at KPMG and we believe that it is not just about reaching the right opinion, but how we reach that opinion. We consider risks to the quality of our audit in our engagement risk assessment and planning discussions.

We define 'audit quality' as being the outcome when audits are:

- Executed consistently, in line with the requirements and intent of applicable professional standards within a strong system of quality controls and
- All of our related activities are undertaken in an environment of the utmost level of objectivity, independence, ethics and integrity.

We depend on well planned timing of our audit work to avoid compromising the quality of the audit. This is also heavily dependent on receiving information from management and those charged with governance in a timely manner. The audit undertaken in the current year is dependent on the finalisation of the previous auditor's work over historical financial statements. We aim to complete all audit work no later than 2 days before audit signing. As you are aware, we will not issue our audit opinion until we have completed all relevant procedures, including audit documentation.

Restrictions on distribution

This report is intended solely for the information of those charged with governance of South Yorkshire Mayoral Combined Authority and the report is provided on the basis that it should not be distributed to other parties; that it will not be quoted or referred to, in whole or in part, without our prior written consent; and that we accept no responsibility to any third party in relation to it.

Key changes to our audit plan

We have not made any changes to our audit plan as communicated to you on 17 July 2024, other than as follows:

Materiality

Our materiality levels previously reported were based on a benchmark of forecast total expenditure as at Q2. Since preparing this report, we have received the draft statement of accounts for 2023-24 and have confirmed the actual total expenditure balance for the year. Given this benchmark has reduced compared to the forecasted balance, we have revised our materiality thresholds to a suitable level. The resulting revised materiality and audit misstatement reporting threshold have been outlined below. The revised level at which procedures are designed to detect individuals errors (performance materiality) has also been outlined below.



Significant Risks

Our draft indicative audit strategy and plan was based on the assumption that the majority of the Authority's land and building asset base was subject to revaluation during the year. Upon receipt of the draft statement of accounts for 2023-24, and the supporting valuation report from Sanderson Weatherall, we confirmed that due to the reclassification of a number of assets to infrastructure assets during the year, only 3 assets are now subject to annual revaluation. Given this has significantly reduced the value of assets subject to revaluation, and therefore the significance of the estimation uncertainty in relation to this balance, we have determined that the risk of the balance being materially misstated has reduced. We have therefore descoped the 'Valuation of land and buildings' risk previously presented as a significant risk of error.

Use of Specialists

Given we no longer have an identified significant risk relating to the valuation of land and buildings, we no longer plan to use our Real Estate Valuation Centre of Excellence to assist us in considering the appropriateness of key assumptions used in deriving the fair value of the Authority's relevant estate as part of the year end revaluation process.

Overview of planned scope including materiality

Our materiality levels

We determined materiality for the financial statements at a level which could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

We used a benchmark of forecast expenditure which we consider to be appropriate given the sector in which the entity operates, its ownership and financing structure, and the focus of users.

We considered qualitative factors such as the business environment and lack of shareholders when determining materiality for the financial statements as a whole.

To respond to aggregation risk from individually immaterial misstatements, we design our procedures to detect misstatements at a lower level of materiality, £4.87m / 65% of materiality, driven by the fact this is a first year audit and the expectation of the 2022/23 accounts opinion being disclaimed, which increases the risk associated with the engagement.

We will report misstatements to the Audit, Standards and Risk Committee including:

- Corrected and uncorrected audit misstatements above £375k.
- Errors and omissions in disclosure (Corrected and uncorrected) and the effect that they, individually in aggregate, may have on our opinion.
- Other misstatements we include due to the nature of the item.

Control environment

The impact of the control environment on our audit is reflected in our planned audit procedures.

File review

We will undertake, where relevant and appropriate, a prior year file review dependent on the final opinion issued by the previous auditors.

Materiality



Overview of planned scope including materiality (cont.)

Timing of our audit and communications

- We will maintain communication led by the Engagement Director and Manager throughout the audit. We set out below the form, timing and general content of our planned communications:
- Formal kick-off meeting with management in November 2023 where we discussed the indicative nature, scope and timing of our audit procedures;
- Audit, Standards and Risk Committee meeting in July 2024 where we present our draft indicative audit plan;
- Status meetings with management throughout the year where we communicate progress on the audit plan, any misstatements, control deficiencies and significant issues;
- Due to the work of previous auditors being still on-going, we will be formally communicating dates for audit completion at a future Committee.

Using the work of others and areas requiring specialised skill

We outline below where, in our planned audit response to audit risks, we expect to use the work of others such as Internal Audit or require specialised skill/knowledge to perform planned audit procedures and evaluate results.

Others	Extent of planned involvement or use of work
Internal Audit	We will review the work of Internal Audit as part of our risk assessment procedures but will not place reliance on their work.
KPMG Pensions Centre of Excellence	We plan to use our Pensions Centre of Excellence to assist us in considering the appropriateness of the key assumptions used in deriving the pension asset and liability balances reported in the financial statements.

Significant risks and Other audit risks

Our risk assessment draws upon our understanding of the applicable financial reporting framework, knowledge of the business, the sector and the wider economic environment in which South Yorkshire Mayoral Combined Authority operates.

We also use our regular meetings with senior management to update our understanding and take input from sector updates and internal audit reports.

Due to the current levels of uncertainty in the legislative environment surrounding the delivery of Local Government financial statements and the current progress of delivery of historic audits and corresponding timelines for completion, there is an increased likelihood of significant risks emerging throughout the audit cycle that are not identified (or in existence) at the time we planned our audit. Where such items are identified we will amend our audit approach accordingly and communicate this to the Audit, Standards and Risk Committee.

Value for money

We are required to provide commentary on the arrangements in place for ensuring Value for Money is achieved at the Council and report on this via our Auditor's Annual Report. This will be published on the Council's website and include a commentary on our view of the appropriateness of the Council's arrangements against each of the three specified domains of Value for Money: financial sustainability; governance; and improving economy, efficiency and effectiveness.

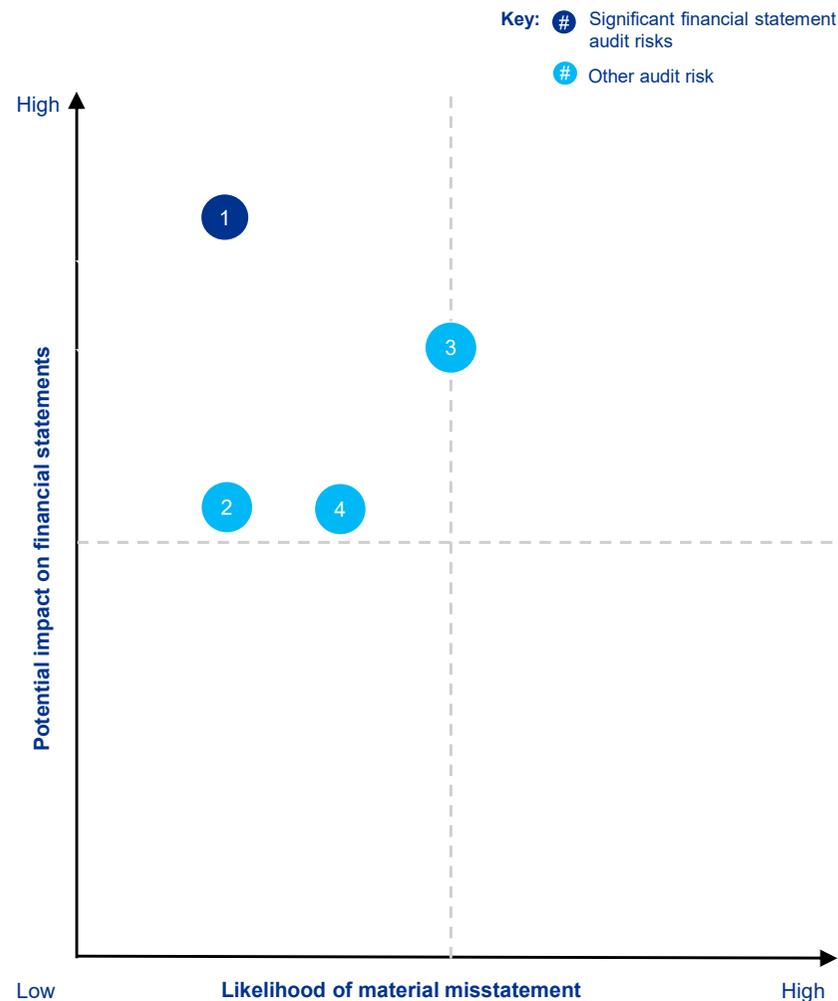
We have outlined the result of our risk assessment procedures on page 16.

Significant risks

1. Management override of controls

Other audit risks

2. Valuation of post retirement benefit obligations
3. Integration of South Yorkshire Passenger Transport Executive
4. Reclassification of infrastructure assets



Audit risks and our audit approach (cont.)

1 Management override of controls(a)

Fraud risk related to unpredictable way management override of controls may occur



Significant audit risk

- Professional standards require us to communicate the fraud risk from management override of controls as significant.
- Management is in a unique position to perpetrate fraud because of their ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively.
- We have not identified any specific additional risks of management override relating to this audit.

Note: (a) Significant risk that professional standards require us to assess in all cases.



Planned response

Our audit methodology incorporates the risk of management override as a default significant risk.

- Assess accounting estimates for biases by evaluating whether judgements and decisions in making accounting estimates, even if individually reasonable, indicate a possible bias.
- Evaluate the selection and application of accounting policies.
- In line with our methodology, evaluate the design and implementation of controls over journal entries and post closing adjustments.
- Assess the appropriateness of changes compared to the prior year to the methods and underlying assumptions used to prepare accounting estimates.
- Assess the business rationale and the appropriateness of the accounting for significant transactions that are outside the Authority's normal course of business, or are otherwise unusual.
- We will analyse all journals through the year and focus our testing on those with a higher risk, such as journals posted to unusual accounts or those posted by high risk users.

Audit risks and our audit approach (cont.)

2

Valuation of post retirement benefit obligations

An inappropriate amount is estimated and recorded for the defined benefit obligation



Other audit risk

- The valuation of the post retirement benefit obligations involves the selection of appropriate actuarial assumptions, most notably the discount rate applied to the scheme liabilities, inflation rates and pension increase rates. The selection of these assumptions is inherently subjective and small changes in the assumptions and estimates used to value the Authority's pension liability could have a significant effect on the financial position of the Authority.
- The effect of these matters is that, as part of our risk assessment, we determined that post retirement benefits obligation has an elevated degree of estimation uncertainty. The financial statements disclose the assumptions used by the Authority in completing the year end valuation of the pension deficit /surplus and the year on year movements.
- We have identified this in relation to the following pension scheme memberships: Local Government Pension Scheme.
- Also, recent changes to market conditions have meant that more Authorities are finding themselves moving into surplus in their Local Government Pension Scheme (or surpluses have grown and have become material). The requirements of the accounting standards on recognition of these surplus are complicated and requires actuarial involvement.



Planned response

We will perform the following procedures:

- Understand the processes the Authority have in place to set the assumptions used in the valuation;
- Evaluate the competency, objectivity of the actuaries to confirm their qualifications and the basis for their calculations;
- Perform inquiries of the accounting actuaries to assess key assumptions made;
- Evaluate the design and implementation of controls in place for the Authority to determine the appropriateness of the assumptions used by the actuaries in valuing the liability;
- Challenge, with the support of our own actuarial specialists, the key assumptions applied, being the discount rate, inflation rate and pension increase rate against externally derived data where possible;
- Consider the adequacy of the Authority's disclosures in respect of the sensitivity of the deficit or surplus to these assumptions; and
- Where applicable, assess the level of surplus that should be recognised by the entity.

Audit risks and our audit approach (cont.)

3

Integration of South Yorkshire Passenger Transport Executive

Merger accounting is not appropriately applied in relation to the integration of SYPTE



Other audit risk

- In 2022/23, the SYMCA Group comprised the South Yorkshire Mayoral Combined Authority (SYMCA) and its wholly owned subsidiary, South Yorkshire Passenger Transport Executive (SYPTE).
- The integration of SYMCA and SYPTE took place on 1 April 2023.
- The Code of Practice on Local Authority states that there are two options to account for the business combination on integration: absorption accounting or merger accounting.
- The Authority has determined merger accounting to be the most appropriate accounting treatment based on the unified management of SYPTE in 2022/23 and the fact that the entity was consolidated into the group accounts.
- Under merger accounting, comparative information is required, together with a full retrospective restatement, with comparatives being adjusted as necessary to achieve uniformity of accounting policies and consistency of presentation.
- There is a risk that merger accounting is not applied correctly, particularly in relation to the uniform application of accounting policies and the impact this would have on specific balances (e.g. the unwinding of the SYPTE capital grants).



Planned response

We will perform the following procedures:

- Review the merger accounting, including the restated opening balances, to confirm this has been appropriately applied; and
- Perform testing of the material balances forming part of the 2023/24 SYMCA figures in line with our usual audit procedures for the key affected account captions.

Audit risks and our audit approach (cont.)

4 Reclassification of infrastructure assets

Infrastructure assets are not appropriately classified at the period end, or the reclassification is not accurately recorded



Other audit risk

- The Authority has a statutory responsibility for providing bus stations and shelters, and for planning and funding new public transport facilities, such as light rail systems and new stations, in accordance with the policies set by the Authority.
- Up to and including 2022/23, these assets were held in the balance sheet of South Yorkshire Passenger Transport Executive (SYPTe) as individual operational property, plant and equipment assets, and were therefore, in accordance with the Code of Practice for Local Authority Accounting, carried at fair value.
- Following the integration of SYPTe with the Authority on 1 April 2023, management has reviewed the presentation of these assets within the balance sheet and determined that the most appropriate treatment is to reclassify them as infrastructure assets and to restate their carrying value in the balance sheet from fair value to depreciated historical cost.
- There is a risk that these assets are not appropriately classified, or the reclassification is not accurately recorded at the year end.



Planned response

We will perform the following procedures:

- Review management's assessment of the reclassification of relevant PPE assets to infrastructure assets and assess the appropriateness of this treatment in accordance with the relevant financial reporting requirements;
- Review the reclassification of assets recognised in year to confirm this has been appropriately applied; and
- Perform testing of the reclassified assets back to supporting documentation to confirm the appropriate measurement at depreciated historical cost upon reclassification.

Audit risks and our audit approach

Expenditure – rebuttal of Significant Risk

Practice Note 10 states that the risk of material misstatement due to fraudulent financial reporting may arise from the manipulation of expenditure recognition is required to be considered.

Having considered the risk factors relevant to the Authority and the nature of expenditure within the Authority, we have determined that a significant risk relating to expenditure recognition is not required.

Specifically, the financial position of the Authority, whilst under pressure, is not indicative of a position that would provide an incentive to manipulate expenditure recognition and the nature of expenditure has not identified any specific risk factors for fraudulent expenditure recognition to occur.

**Our risk assessment is iterative and subject to change but any changes will be reported to management in a timely manner and within the final audit plan to be presented at a future Audit and Governance Committee.*

Audit risks and our audit approach

**Our risk assessment is iterative and subject to change but any changes will be reported to management in a timely manner and within the final audit plan to be presented at a future Audit and Governance Committee.*

Revenue – Rebuttal of Significant Risk

Professional standards require us to make a rebuttable presumption that the fraud risk from revenue recognition is a significant risk. Due to the nature of the revenue within the Authority, we have rebutted this significant risk. We have set out the rationale for the rebuttal of key types of income in the table below.

Description of Income	Nature of Income	Rationale for Rebuttal
Grant income	Predictable income received primarily from central government.	Grant income at a mayoral combined authority typically involves a small number of high value items and an immaterial residual population. These high value items frequently have simple recognition criteria and can be traced easily to third party documentation, most often from central government source data. There is limited incentive and/or opportunity to manipulate these figures.
Fees and charges	Revenue recognised from receipt of fixed fee services, in line with the fees and charges schedules agreed and approved annually.	The income stream represents high volume, low value sales, with simple recognition. Fees and charges individual income streams are immaterial and we therefore do not deem there to be any incentive and/or opportunity to manipulate the income.

Mandatory communications

Type	Statements
Management’s responsibilities (and, where appropriate, those charged with governance)	<p>Prepare financial statements in accordance with the applicable financial reporting framework that are free from material misstatement, whether due to fraud or error.</p> <p>Provide the auditor with access to all information relevant to the preparation of the financial statements, additional information requested and unrestricted access to persons within the entity.</p>
Auditor’s responsibilities	<p>Our responsibilities set out through the NAO Code (communicated to you by the PSAA) and can be also found on their website, which include our responsibilities to form and express an opinion on the financial statements that have been prepared by management with the oversight of those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities.</p>
Auditor’s responsibilities – Fraud	<p>This report communicates how we plan to identify, assess and obtain sufficient appropriate evidence regarding the risks of material misstatement of the financial statements due to fraud and to implement appropriate responses to fraud or suspected fraud identified during the audit.</p>
Auditor’s responsibilities – Other information	<p>Our responsibilities are communicated to you by the PSAA and can be also found on their website, which communicates our responsibilities with respect to other information in documents containing audited financial statements. We will report to you on material inconsistencies and misstatements in other information.</p>
Independence	<p>Our independence confirmation at page 33 discloses matters relating to our independence and objectivity including any relationships that may bear on the firm’s independence and the integrity and objectivity of the audit engagement partner and audit staff.</p>

Mandatory communications - additional reporting

Going concern

Under NAO guidance, including Practice Note 10, it states that, a local authority's financial statements shall be prepared on a going concern basis; this is, the accounts should be prepared on the assumption that the functions of the authority will continue in operational existence for the foreseeable future. Transfers of services under combinations of public sector bodies (such as local government reorganisation) do not negate the presumption of going concern.

However, financial sustainability is a core area of focus for our Value for Money opinion.

Additional reporting

Your audit is undertaken to comply with the Local Audit and Accountability Act 2014 which gives the NAO the responsibility to prepare an Audit Code (the Code), which places responsibilities in addition to those derived from audit standards on us. We also have responsibilities which come specifically from acting as a component auditor to the NAO. In considering these matters at the planning stage we indicate whether:

Work is completed throughout our audit and we can confirm the matters are progressing satisfactorily 	We have identified issues that we may need to report 	Work is completed at a later stage of our audit so we have nothing to report 
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We have summarised the status of all these various requirements at the time of planning our audit below and will update you as our work progresses:

Type	Status	Response
Our declaration of independence		No matters to report. The engagement team and others in the firm, as appropriate, have complied with relevant ethical requirements regarding independence.
Issue a report in the public interest		We are required to consider if we should issue a public interest report on any matters which come to our attention during the audit. We have not identified any such matters to date.
Provide a statement to the NAO on your consolidation schedule		This "Whole of Government Accounts" requirement is fulfilled when we complete any work required of us by the NAO to assist their audit of the consolidated accounts of DLUHC.
Provide a summary of risks of significant weakness in arrangements to provide value for money		We are required to report significant weaknesses in arrangements. Work to be completed at a later stage.
Certify the audit as complete		We are required to certify the audit as complete when we have fulfilled all of our responsibilities relating to the accounts and use of resources as well as those other matters highlighted above. This will be completed at a later stage.

South Yorkshire Mayoral Combined Authority

Value for Money Risk Assessment

Year ended 31 March 2024

Value for money

For 2023/24 our value for money reporting requirements have been designed to follow the guidance in the Audit Code of Practice.

Our responsibility is to conclude on significant weaknesses in value for money arrangements.

The main output is a narrative on each of the three domains, summarising the work performed, any significant weaknesses and any recommendations for improvement.

We have set out the key methodology and reporting requirements on this slide and provided an overview of the process and reporting on the following page.

Risk assessment processes

Our responsibility is to assess whether there are any significant weaknesses in the Authority's arrangements to secure value for money. Our risk assessment will consider whether there are any significant risks that the Authority does not have appropriate arrangements in place.

In undertaking our risk assessment we will be required to obtain an understanding of the key processes the Authority has in place to ensure this, including financial management, risk management and partnership working arrangements. We will complete this through review of the Authority's documentation in these areas and performing inquiries of management as well as reviewing reports, such as internal audit assessments.

Reporting

Our approach to value for money reporting aligns to the NAO guidance and includes:

- A summary of our commentary on the arrangements in place against each of the three value for money criteria, setting out our view of the arrangements in place compared to industry standards;
- A summary of any further work undertaken against identified significant risks and the findings from this work; and
- Recommendations raised as a result of any significant weaknesses identified and follow up of previous recommendations.

The Authority will be required to publish the commentary on its website at the same time as publishing its annual report online.

Financial sustainability

How the body manages its resources to ensure it can continue to deliver its services.

Governance

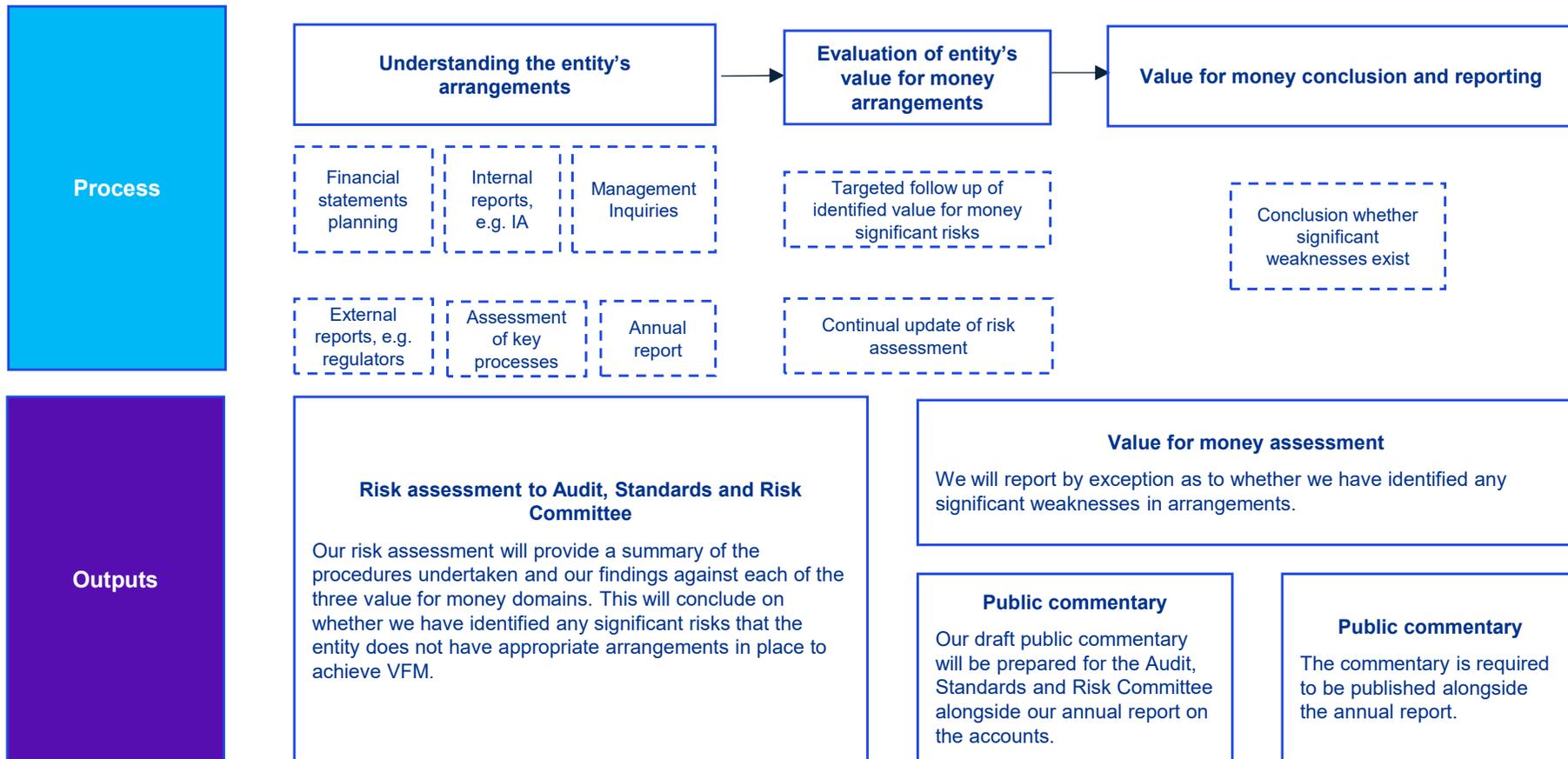
How the body ensures that it makes informed decisions and properly manages its risks.

Improving economy, efficiency and effectiveness

How the body uses information about its costs and performance to improve the way it manages and delivers its services.

Value for money

Approach we take to completing our work to form and report our conclusion:



Summary of risk assessment

Summary of risk assessment

As set out in our methodology, we have evaluated the design of controls in place for a number of the Authority's systems, reviewed reports from external organisations and internal audit and performed inquiries of management.

Based on these procedures, the table below summarises our assessment of whether there is a significant risk that appropriate arrangements are not in place to achieve value for money at the Authority for each of the relevant domains:

Domain	Significant risk identified?
Financial sustainability	No significant risk identified
Governance	No significant risk identified
Improving economy, efficiency and effectiveness	No significant risk identified

As a result of our risk assessment, we have not identified any significant risks at this stage.

Value for money arrangements

Financial sustainability

In assessing whether there was a significant risk of financial sustainability we reviewed:

- The processes for setting the 2023/24 financial plan to ensure that it is achievable and based on realistic assumptions;
- Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans;
- How the 2023/24 efficiency plan was developed and monitoring of delivery against the requirements;
- The process for assessing risks to financial sustainability;
- Processes in place for managing identified financial sustainability risks; and
- Performance for the year to date against the financial plan.

Summary of risk assessment

Financial Planning

- In line with other public bodies and local partners, the Authority is required to deliver a balanced budget each financial year. A Business Planning process is led by the Executive Director of Resources and Investment and the Executive Director of Policy and Strategic Development to develop the annual budget. The budget is largely contingent on the flow of programme funding from Central Government and development is supported through internal team discussions with budget holders, bi-monthly meetings with the South Yorkshire Directors of Finance and one-to-one engagement sessions with elected Leaders of the four constituent authorities. Business Plans are developed within designated planning areas, which are then collated and costed by the Finance Team in order to identify any areas of unfunded activity.
- Business Planning Updates are regularly presented to the Executive Leadership Board (ELB), as well as budget awareness sessions being held early in the financial year to provide a greater understanding of the planning environment, financial strategy and budget setting process.
- The annual budget for 2023-24 was approved by the Board in March 2023 and included a planned breakeven position. From our review of the March 2023 Board minutes, it is evident that appropriate scrutiny and challenge was applied over financial budgets.
- The 2024-25 annual budget, approved by the Board in March 2024, also reports a planned breakeven position and incorporates all transport functions following the integration with South Yorkshire Passenger Transport Executive (SYPTe) during 2023-24. The budget also reflects resources required to support the franchise assessment activity to prepare for the potential decision to move to a bus franchising model in 2024-25. However, the initial budget did not incorporate activity of the Office for Police and Crime Commissioner (OPCC) given the decision to transfer OPCC powers to the MCA was not determined until May 2024. A revised budget is expected to be challenged and approved by the Board in November 2024.
- Additionally, under the National Framework and CIPFA Code of Practice, the Authority must produce an annual medium term financial strategy (MTFS) covering at least 3 years in relation to the transport functions it operates. The Authority is therefore required to set a Transport Levy for the financial year, as well as considering the requirement for a Mayoral Precept to support Mayoral activity. For both 2023-24 and 2024-25, a 2% increase in Transport Levy and no Mayoral Precepts were proposed. We have evidenced that the MTFSs for 2023-24 and 2024-25 were presented to Board for review and approval in January 2023 and January 2024, respectively, with appropriate challenge and scrutiny being applied.

Value for money arrangements (cont.)

Financial sustainability

In assessing whether there was a significant risk of financial sustainability we reviewed:

- The processes for setting the 2023/24 financial plan to ensure that it is achievable and based on realistic assumptions;
- How the 2023/24 efficiency plan was developed and monitoring of delivery against the requirements;
- Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans;
- The process for assessing risks to financial sustainability;
- Processes in place for managing identified financial sustainability risks; and
- Performance for the year to date against the financial plan.

- The annual budgets and transport MTFs are refreshed annually to ensure forecasts reflect national developments and local circumstances, as well as the effects of the MCA's ongoing and rolling budget and investment planning processes. This process helps to ensure that the financial plan is aligned to the expectations set out in the Authority's Strategic Economic Plan (SEP) and the 2020-2040 Transport Strategy, which outline the Authority's relevant strategic and operational objectives.
- We have also confirmed that the Capital Strategy and Treasury Management Strategy are heavily referenced throughout the annual budgets and MTFs, assuring that the approved strategies have been considered and applied throughout financial planning.
- Key assumptions used to produce the annual budgets and MTFs are clearly included within the respective papers that are presented and discussed at the Board meetings in January and March, allowing for challenge and scrutiny of these key budget assumptions, such as assumed pay awards, inflation and government funding.
- Risks in achieving the planned outturn are clearly communicated within the annual budget and MTFs setting process to ensure decision makers have the appropriate information to challenge and approve the plans. These risks to achieving the financial plan are also communicated to the Board through the quarterly finance updates presented.

Performance for the Year Against the Financial Plan

- The Authority recognised a surplus on the provision of services for the 23/24 year of £30.6m. The majority of this variance to the balanced budget is a result of an increase in treasury management income compared to budget and slippage in the delivery of capital projects, offset by a corresponding reduction in capital grants. The Authority ended the financial year with a cash balance of £136m compared to an opening cash position of £164.1m. Through review of the 2023-24 Financial Outturn Report presented to Board in June 2024, it is evident that this update includes sufficient information to summarise the Authority's position, the main factors causing the variance to budget and the impact this has to budget variations for 2024-25.

Productivity and Efficiency Plans

- The Authority does not have a formal efficiency programme in place for 2023-24 given the nature of its activities, funding streams and capital investment operations. We deem this to be appropriate based on our understanding of the MCA's current operations, however we note that upon integration of the OPCC, the Authority will need to ensure they embed a more formal process to identify, deliver and monitor efficiencies and cost savings.

Value for money arrangements (cont.)

Financial sustainability

In assessing whether there was a significant risk of financial sustainability we reviewed:

- The processes for setting the 2023/24 financial plan to ensure that it is achievable and based on realistic assumptions;
- How the 2023/24 efficiency plan was developed and monitoring of delivery against the requirements;
- Processes for ensuring consistency between the financial plan set for 2023/24 and the workforce and operational plans;
- The process for assessing risks to financial sustainability;
- Processes in place for managing identified financial sustainability risks; and
- Performance for the year to date against the financial plan.

Assessing Risks to Financial Sustainability

- The Authority undertook an exercise during the year to refresh the Reserves Strategy for 2024-25 as part of the budget setting process. This identified an opportunity to reallocate funds from the General Fund Reserve to a Bus Resilience Reserve to meet any loss of income risk should the Authority progress with bus franchising. The General Fund and Bus Resilience Reserves are forecast to be held at a balance of £5m and £10m, respectively, for 2024-25 and the following 4 financial years. This is deemed adequate by the Authority to maintain an appropriate minimum working reserves balance.
- Through our review of the 2024-25 South Yorkshire Transport MTFs, we noted that the Authority is forecasting a breakeven position for 2024-25 and the following 2 financial years. The South Yorkshire Transport revenue budget is partially funded by the Transport Levy Reduction Reserve. It is forecast that this reserve will be fully depleted by the end of 2026-27, however, the Authority is confident that this budget is sustainable given the anticipated reductions in capital financing costs due to fixed interest costs and the planned repayment of debt.
- There are also significant longer term risks that may impact the longer term financial position of SYMCA which need to be considered when setting reserves levels, such as inflation, funding streams and the integration of the OPCC and the impact this will have on budgets, reserves and the medium term forecasts. These are clearly communicated within the annual budget and specifically identify the need to revisit planning assumptions and provide a revised budget in the event that the Authority integrates with OPCC.

Managing Financial Sustainability Risks

- Given the nature of its activities, funding streams and capital investment operations, the Authority does not have a formal efficiency programme in place for 2023-24 to manage financial sustainability risks. However, cost savings and increases in levy funding are considered and included within the proposed annual budgets approved by the Board to support the breakeven budget position.
- From our review of the quarterly Risk Management Monitoring Reports, we have confirmed that the Audit, Standards and Risk Committee discuss strategic, financial and operational risks through their review and challenge of the Risk Registers.

Risk assessment conclusion

Based on the risk assessment procedures performed we have not identified a significant risk associated with financial sustainability.

Value for money arrangements (cont.)

Governance

In assessing whether there was a significant risk relating to governance we reviewed:

- Processes for the identification, monitoring and management of risk;
- Controls in place to prevent and detect fraud;
- The review and approval of the 2023/24 financial plan by the Authority, including how financial risks were communicated;
- How the Authority ensures decisions receive appropriate scrutiny;
- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- How compliance with laws and regulations is monitored; and
- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality.

Summary of risk assessment

Risk Management

- The Authority's approach to risk management is outlined in its Management of Risk Framework and is used to help identify, assess and manage risks to ensure a consistent methodology is used. As part of the Authority's process, risks are identified through risk discussions and are considered across a number of strategic risk groups (policy, financial, organisational, commissioned operations and delivery, legal compliance and regulation, and transport), with risks being recorded within the 4Risk system.
- A Corporate Risk Register is maintained for cross cutting, ongoing and/or longer-term risks that impact on SYMCA and its strategic objectives. There are also Directorate and Team Risk Registers which contain risks specific to teams and can be reflective of objectives, business plans, processes and operating environments. Such risks are escalated and reported in line with the Recording and Reporting section of the Management of Risk Framework. This means high and medium / high level risks will be reported through the management hierarchy into the Executive Leadership Team (ELT), Audit, Standards and Risk Committee (ASRC) quarterly and the MCA Board annually. This is deemed appropriate given the Audit, Standards and Risk Committee has delegated powers 'To oversee the effectiveness of the Authority's risk management arrangements'.
- The Corporate Risk Register shows that the Authority has considered the probability and impact of each risk with sufficient and appropriate rationale and how the Authority intends to reduce each risk to an achievable risk score. Our review has demonstrated that these documents included sufficient detail and display strong and robust arrangements are in place to help identify, assess and monitor financial and operational risk.
- To ensure that a consistent scoring mechanism is in place across the MCA, risks are assessed using agreed criteria for probability and impact (ranging from 1-5), resulting in an overall risk score being calculated using a prescribed risk matrix.
- Actions to reduce the risk exposure to an acceptable level in line with risk appetite are recorded within the risk management system and activity monitored and reported on by risk owners, directors, ELT and ASRC. The frequency of monitoring and who is reported to is dependent on the risk score of the items concerned. High risk items are reviewed monthly by the risk owner and reported on a quarterly basis to Directorate Leadership teams, ELT and ASRC whereas low risk items are reviewed half yearly by the risk owner and reported on quarterly to the Directorate Leadership team.

Value for money arrangements (cont.)

Governance

In assessing whether there was a significant risk relating to governance we reviewed:

- Processes for the identification, monitoring and management of risk;
- Controls in place to prevent and detect fraud;
- The review and approval of the 2023/24 financial plan by the Authority, including how financial risks were communicated;
- How the Authority ensures decisions receive appropriate scrutiny;
- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- How compliance with laws and regulations is monitored; and
- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality.

Decision Making

- There is an overarching committee structure in place in which policies and procedures are regularly reviewed for appropriateness. All relevant policies and procedures are communicated and made available to staff via the intranet. The MCA has a Code of Conduct for both members and employees, as well as the Authority Constitution which includes the Scheme of Delegation, Contract Procedure Rules and Financial Regulations. The Contract Procedure Rules and Scheme of Delegation outline both financial limits in place for various processes within the Authority, as well as operational delegations to ensure both financial and non-financial authorisations and reviews are escalated appropriately.
- The Authority's organisational structure is outlined within the Assurance Framework and provides a clear and detailed overview of the roles and responsibilities of each decision making body within the organisational structure. We deem the Authority to have an appropriate structure in place to enable informed decisions to be made and performance to be scrutinised at the correct setting.
- In June 2023, a New Governance Model was approved by the MCA Board to reflect the significant period of change the MCA has experienced, particularly in relation to the integration of South Yorkshire Passenger Transport Executive (SYPTX). The MCA also has oversight of a greater range and scale of programmes and budgets such as Adult Education Budgets (AEB), an expanded City Region Sustainable Transport Settlements (CRSTS) and the 'Gainshare' devolution settlement. This has resulted in a revised governance framework whereby a 'cabinet' style leadership model was implemented and the 4 Thematic Boards previously in place were replaced by 8 Cabinets and a Business Advisory Board and Mayor's Economic Advisory Council. Details of the roles of these Boards are outlined in the updated Assurance Framework for 2024.
- We have reviewed relevant Committee and MCA Board minutes as well as the supporting papers throughout the financial year. We are satisfied that there is sufficient ability for Committee and Authority members to take informed decisions based upon the detail provided in the papers presented. These papers also demonstrate that with regard to financial risks reported and recommendations made, there are detailed discussions occurring to challenge and analyse the information being presented.
- Agenda items are accompanied by front sheets offering a summary of the paper and recommended actions for Members, as well as details of any advice taken in relation to a number of aspects (financial and procurement, legal, human resources, equality and diversity, climate change, information and communication technology, and communications and marketing) and implications identified. The summaries included are appropriate and provide a concise high level overview of the paper so relevant committee members are able to identify the key messages discussed in the wider report.

Value for money arrangements (cont.)

Governance

In assessing whether there was a significant risk relating to governance we reviewed:

- Processes for the identification, monitoring and management of risk;
- Controls in place to prevent and detect fraud;
- The review and approval of the 2023/24 financial plan by the Authority, including how financial risks were communicated;
- How the Authority ensures decisions receive appropriate scrutiny;
- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- How compliance with laws and regulations is monitored; and
- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality.

- The Authority has a comprehensive business case process to make informed decisions. All schemes funded by the MCA are subject to investment appraisal, as outlined within the Assurance Framework. All schemes seeking investment undergo a proportionate process to assess the merits of the application, its strategic fit and value for money, ensuring that the MCA considers economic, social, and environmental impacts of its investment from the outset.
- Initial business cases are supported by the Programme Management Office (PMO) before being reviewed and approved by the Executive Team, Programme Board and Assurance and Evaluation Team. Where schemes are deemed to be viable, the applicant is then required to develop and submit a Business Justification Case (BJC) or an Outline Business Case (OBC) for approval by the MCA Board. A BJC is used for projects seeking funding of £2m or less. Meeting papers for the Board are published on the MCA website a week before the meeting, including the project summaries and Value for Money assessments of applications seeking OBC approval, to allow members of the public to comment.
- The business case process is supported by templates and guidance. Through our review of MCA Board minutes throughout the year, we confirmed that Programme Approvals is a standing agenda item for each meeting. We have reviewed a number of business cases submitted for approval during the year and have confirmed that these were completed in line with the business case guidance and included sufficient detail to provide the relevant Boards with the background of the business case and the options available to the Authority in which they require approval for, each with their merits and drawbacks included for consideration.
- Given the nature of the MCA's activities, there have been a significant number of business cases submitted to the MCA Board for approval during the year. These include the approval for funding of Cannon Brewery, South Yorkshire Airport City and Tram Renewal.
- Regular updates are also provided to the MCA Board and Audit, Standards and Risk Committee in relation to significant operations or changes expected at the Authority, including the progression of both the PCC transfer of functions and the transfer of tram operations from South Yorkshire's Supertram Limited (SYSTL) to South Yorkshire Future Trams Limited (SYFTL), as well as the ongoing deliberations relating to bus franchising.

Budget Monitoring

- We found that the budget monitoring and control processes were able to identify and incorporate significant pressures into the financial plan to ensure it was achievable and realistic. The budgets for 2023-24 and 2024-25 were constructed based on appropriate local and national developments and we obtained evidence of appropriate review and sign off.

Value for money arrangements (cont.)

Governance

In assessing whether there was a significant risk relating to governance we reviewed:

- Processes for the identification, monitoring and management of risk;
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- The review and approval of the 2023/24 financial plan by the Authority, including how financial risks were communicated;
- How the Authority ensures decisions receive appropriate scrutiny;
- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- How compliance with laws and regulations is monitored; and
- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality.

- Finance Business Partners review each budget on a monthly basis, and any variance is discussed with the budget holder. The budget statement viewable by budget holders includes details of the annual budget allocated, committed expenditure to date and year to date (YTD) actuals for each account code and business unit to identify specific areas where cost improvement needs to be reviewed. Significant variances are escalated to Directorate Management and Executive Leadership Board (ELB), as necessary, to ensure that appropriate action is being taken.
- In the absence of a formal Finance Committee, financial performance is reported directly to the MCA Board on a quarterly basis in the form of a Budget Update Report. The quarterly Budget Update Reports set out the position in relation to revenue and capital and also more specifically the Local Transport Authority, which is ring-fenced from the rest of the MCA activity. The budget is normally revised at Q1 for outturn slippage, Q2 for a formal mid-year reset, and Q3 to prepare carry-forwards for the new financial year. We have confirmed that quarterly finance updates were presented to the MCA Board in July 2023, November 2023, March 2024 and June 2024. The quarterly finance updates include an executive summary and background to provide an overview of financial performance from a revenue, capital and reserves perspective. The detailed report provides the Board with an update on financial performance, including forecast outturn and variances to budget, as well as an update on reserves and treasury management. Supporting appendices provide a clear overview of the narrative noted within the body of the report and include an overview of performance in tabular formats, as well as specific performance on the Local Transport Authority.
- The MCA Board has been kept informed of the funding arrangements in place for 2023-24. We have also confirmed through our review of the annual budget, MTFs and quarterly Budget Update Reports that risks to the achievement of the financial targets are regularly monitored and reviewed throughout the year, with the quarterly Budget Update Reports providing an update to members on where progress is up to year to date and any significant risks that may impact the achievement of both the budget for the year in question, and the MTFs from a revenue, capital and reserves perspective.

Compliance with Laws and Regulations

- Through our review of the Scheme and Delegation, Financial Regulations and Contract Procedure Rules, we are satisfied that these detail the roles, responsibilities and delegation of key officers and Committees / Groups, thus detailing appropriate processes to ensure officer compliance.

Value for money arrangements (cont.)

Governance

In assessing whether there was a significant risk relating to governance we reviewed:

- Processes for the identification, monitoring and management of risk;
- Controls in place to prevent and detect fraud;
- The review and approval of the 2023/24 financial plan by the Authority, including how financial risks were communicated;
- How the Authority ensures decisions receive appropriate scrutiny;
- Processes for monitoring performance against budgets and taking actions in response to adverse variances;
- How compliance with laws and regulations is monitored; and
- Processes in place to monitor officer compliance with expected standards of behaviour, including recording of interests, gifts and hospitality.

- As part of the Governments' commitment to greater transparency, the Authority is required to regularly publish procurement information. This means the Authority publishes details on their website of all contracts over £5,000. The Contracts Register can be seen on the Authority's website.
- Codes of Conduct are in place for Authority members, as well as all officers and staff, that set out the behaviours expected of all employees and reinforce its values and standards. A range of policies, procedures and strategies, which staff are made aware of and adhere to through awareness and training, are available to be viewed on the Authority's website.
- The Codes of Conduct provide guidance on receiving gifts and hospitality. All offers of gifts or hospitality must be notified in writing to the Monitoring Officer and recorded in the Gifts and Hospitality Register. Any gifts and hospitality received with a value of more than £50 are published on the individual's profile on the Authority's website.
- Through inquiries of management, we have confirmed that there have been no reported significant or repeated departures from key regulatory or statutory requirements, as well as no departures from professional standards such as CIPFA Financial Management Code, Prudential Code or Treasury Management Code. This has also been confirmed through our review of the 2023-24 Treasury Management Outturn Report in which compliance is reported to the MCA Board on a quarterly basis.
- The Anti-Fraud and Corruption Strategy sets out the Authority's arrangements to prevent and detect fraud and irregularities. The Fraud Response Plan appended to the Anti-Fraud and Corruption Policy provides direction and guidance to employees in dealing with suspected cases of theft, fraud and corruption. Employees are required to raise concerns about possible theft, fraud, corruption or irregularities to line managers for further investigation, which are escalated to the Monitoring Officer and Head of Internal Audit where necessary. These are complemented by the Whistle Blowing Policy where employees are encouraged to raise concerns in confidence. These policies are all included within the Constitution and provide useful knowledge for all staff with details of channels of communication and processes to follow for anyone who has concerns or suspicions of malpractice.

Risk assessment conclusion

Based on the risk assessment procedures performed we have not identified a significant risk associated with governance.

Value for money arrangements

Improving economy, efficiency and effectiveness

In assessing whether there was a significant risk relating to improving economy, efficiency and effectiveness we reviewed:

- The processes in place for assessing the level of value for money being achieved and where there are opportunities for these to be improved;
- How the performance of services is monitored and actions identified in response to areas of poor performance; and
- The monitoring of outsourced services to verify that they are delivering expected standards.

Summary of risk assessment

Identification of Cost Savings

- Management monitors cost performance via the budget monitoring process in which explanations are obtained for variances between budget and actuals. Each programme also has a cost plan which is used to profile the resources required to deliver specific programmes, projects and other corporate initiatives. These are then used to manage costs within the constraints of the funding envelope and discussed at budget monitoring meetings with budget holders to identify any required costs savings.
- The Authority does not carry out specific benchmarking exercises in order to identify cost savings given the nature of its operations and funding streams. We have deemed this to be appropriate given the varying nature of MCA functions and therefore there not being many MCAs with the same functions to benchmark against.

Non-Financial Performance Monitoring

- The Authority has a Monitoring and Evaluation Framework in place which provides a framework for effective performance management. sets out how projects and programmes, including devolved funds such as Adult Education Budget (AEB), City Regional Sustainable Transport Settlement (CRSTS) and UK Shared Prosperity Fund (UKSPF), will be assessed to understand the inputs, outputs, and impacts of investments made in South Yorkshire. The framework sets out several logic models and identifies the performance metrics and indicators that are used to assess the impact of a project or programme and its contribution to delivering the Strategic Economic Plan (SEP) and outcome targets for economic growth.
- The SEP sets out the performance measures and targets that will be used to assess whether the MCA has been successful in achieving its objectives by 204, with each indicator being assigned a desired outcome, the data the indicator will be measured against and the 2040 target.
- The Authority's key performance indicators (KPIs) are outlined within the Assurance Framework. Each KPI is allocated a desired outcome, the data the indicator will be measured against, 2040 target, reviewing Board/Committee and a responsible Director.
- Monitoring of individual projects from sponsors takes place with quarterly performance reports to the MCA Executive Team, with all reports being signed off by the Section 73 Officer. The MCA Executive Team presents Performance Reports on project and programme delivery to the relevant Thematic Board / Cabinet. This ensures that Board members are informed of progress on projects and are sighted on any issues that will result in financial slippage or underperformance.

Value for money arrangements

Improving economy, efficiency and effectiveness

In assessing whether there was a significant risk relating to improving economy, efficiency and effectiveness we reviewed:

- The processes in place for assessing the level of value for money being achieved and where there are opportunities for these to be improved;
- How the performance of services is monitored and actions identified in response to areas of poor performance; and
- The monitoring of outsourced services to verify that they are delivering expected standards.

Monitoring of Outsourced Services

- The Authority does not currently outsource any significant services.

Risk assessment conclusion

Based on the risk assessment procedures performed we have not identified a significant risk associated with improving economy, efficiency and effectiveness.

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Audit team and rotation

Your audit team has been drawn from our specialist local government audit department and is led by key members of staff who will be supported by auditors and specialists as necessary to complete our work. We also ensure that we consider rotation of your audit partner and firm.



James Boyle is the director responsible for our audit. He will lead our audit work, attend the Audit, Standards and Risk Committee and be responsible for the opinions that we issue.



Molly Lindley is the manager responsible for our audit. She will co-ordinate our audit work, attend the Audit, Standards and Risk Committee and ensure we are co-ordinated across our accounts and use of funds work.



James Reilly is the in-charge responsible for our audit. He will be responsible for our on-site fieldwork. He will complete work on more complex sections of the audit.

To comply with professional standard we need to ensure that you appropriately rotate your external audit partner. There are no other members of your team which we will need to consider this requirement for:



This will be James's first year as your engagement lead. They are required to rotate every five years, extendable to seven with PSAA approval.

Audit cycle & timetable

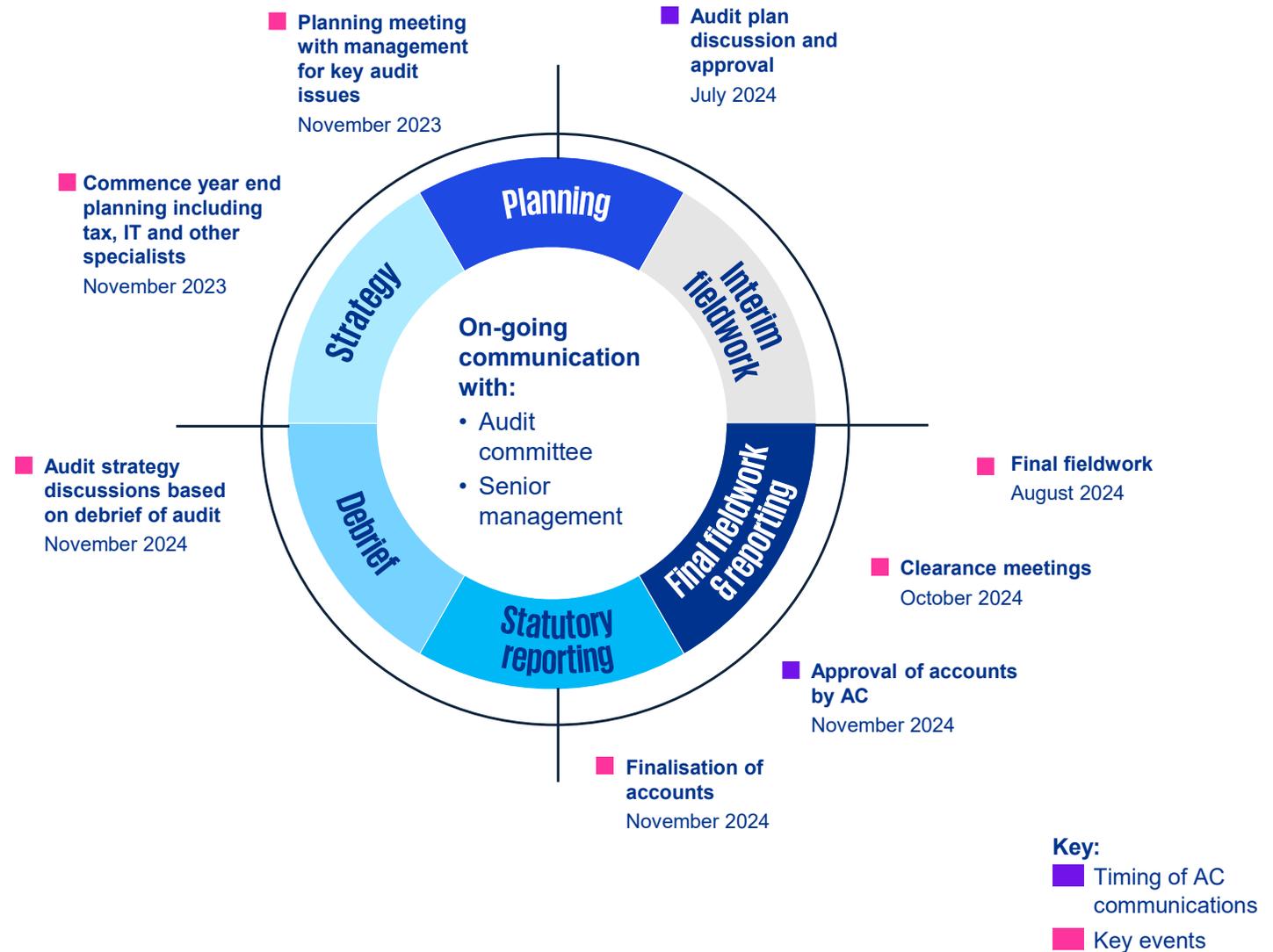
Our schedule 2023 - 2024

We have worked with management to generate our understanding of the processes and controls in place at the Authority in its preparation of the Statement of Accounts.

We have agreed with management an audit cycle and timetable that reflects our aim to sign our audit report by December 2024 at the latest.

This being the first year of KPMG as auditor we have undertaken greater activities to understand the Authority at the planning stage. This level of input may not be required in future years and may change our audit timings.

Given the large amount of consultation happening in regard to the scope and timing of local government this audit **schedule may be subject to change.**



Fees

Audit fee

Our fees for the year ending 31 March 2024 are set out in the PSAA Scale Fees communication and are shown below.

Entity	2023/24 (£)
Statutory audit	179,413*
ISA315 (R) / ISA240 additional fees	8,973
TOTAL	188,386

* Statutory audit fee includes an estimated fee of £65,000 for the impact of the increased size of the organisation as a result of the integration of the PTE. This is expected to be a recurring fee.

As per PSAA's Scale Fees Consultation, the fees do not include new requirements of ISA315 revised (risk of material misstatement); or ISA240 (auditor's responsibilities relating to fraud). The fees also assume no significant risks are identified as part of the Value for Money risk assessment. The additional fees in relation to these areas are subject to the fees variation process as outlined by the PSAA.

Billing arrangements

Fees will be billed in accordance with the milestone completion phasing that has been communicated by the PSAA.

Basis of fee information

Our fees are subject to the following assumptions:

- The Authority's audit evidence files are completed to an appropriate standard (we will liaise with you separately on this);
- Draft statutory accounts are presented to us for audit subject to audit and tax adjustments;
- Supporting schedules to figures in the accounts are supplied;
- The Authority's audit evidence files are completed to an appropriate standard (we will liaise with management separately on this);
- A trial balance together with reconciled control accounts are presented to us;
- All deadlines agreed with us are met;
- We find no weaknesses in controls that cause us to significantly extend procedures beyond those planned;
- Management will be available to us as necessary throughout the audit process; and
- There will be no changes in deadlines or reporting requirements.

We will provide a list of schedules to be prepared by management stating the due dates together with pro-formas as necessary.

Our ability to deliver the services outlined to the agreed timetable and fee will depend on these schedules being available on the due dates in the agreed form and content.

Any variations to the above plan will be subject to the PSAA fee variation process.

Confirmation of Independence

We confirm that, in our professional judgement, KPMG LLP is independent within the meaning of regulatory and professional requirements and that the objectivity of the Director and audit staff is not impaired.

To the Audit, Standards and Risk Committee members

Assessment of our objectivity and independence as auditor of South Yorkshire Mayoral Combined Authority

Professional ethical standards require us to provide to you at the planning stage of the audit a written disclosure of relationships (including the provision of non-audit services) that bear on KPMG LLP's objectivity and independence, the threats to KPMG LLP's independence that these create, any safeguards that have been put in place and why they address such threats, together with any other information necessary to enable KPMG LLP's objectivity and independence to be assessed.

This letter is intended to comply with this requirement and facilitate a subsequent discussion with you on audit independence and addresses:

- General procedures to safeguard independence and objectivity;
- Independence and objectivity considerations relating to the provision of non-audit services; and
- Independence and objectivity considerations relating to other matters.

General procedures to safeguard independence and objectivity

KPMG LLP is committed to being and being seen to be independent. As part of our ethics and independence policies, all KPMG LLP partners/directors and staff annually confirm their compliance with our ethics and independence policies and procedures including in particular that they have no prohibited shareholdings. Our ethics and independence policies and procedures are fully consistent with the requirements of the FRC Ethical Standard. As a result we have underlying safeguards in place to maintain independence through:

- Instilling professional values.
- Communications.
- Internal accountability.
- Risk management.
- Independent reviews.

We are satisfied that our general procedures support our independence and objectivity.

Independence and objectivity considerations relating to the provision of non-audit services

Summary of non-audit services

At the time of planning, we do not anticipate to provide any non-audit services.

We have considered the fees charged by us to the Authority for professional services provided by us during the reporting period.

Fee ratio

The ratio of non-audit fees to audit fees for the year is anticipated to be 0: 1. We do not consider that the total non-audit fees create a self-interest threat since the absolute level of fees is not significant to our firm as a whole.

	2023/24
	£'000
Statutory audit	188
Other Assurance Services	-
Total Fees	188



Confirmation of Independence (cont.)

Application of the FRC Ethical Standard 2019

We communicated to you previously the effect of the application of the FRC Ethical Standard 2019. That standard became effective for the first period commencing on or after 15 March 2020, except for the restrictions on non-audit and additional services that became effective immediately at that date, subject to grandfathering provisions.

AGN 01 states that when the auditor provides non-audit services, the total fees for such services to the audited entity and its controlled entities in any one year should not exceed 70% of the total fee for all audit work carried out in respect of the audited entity and its controlled entities for that year.

We confirm that as at 15 March 2020 we were not providing any non-audit or additional services that required to be grandfathered.

Independence and objectivity considerations relating to other matters

There are no other matters that, in our professional judgment, bear on our independence which need to be disclosed to the Audit, Standards and Risk Committee.

Confirmation of audit independence

We confirm that as of the date of this letter, in our professional judgment, KPMG LLP is independent within the meaning of regulatory and professional requirements and the objectivity of the partner and audit staff is not impaired.

This report is intended solely for the information of the Audit, Standards and Risk Committee of the Group and should not be used for any other purposes.

We would be very happy to discuss the matters identified above (or any other matters relating to our objectivity and independence) should you wish to do so.

Yours faithfully

KPMG LLP

KPMG's Audit quality framework

Audit quality is at the core of everything we do at KPMG and we believe that it is not just about reaching the right opinion, but how we reach that opinion.

To ensure that every partner and employee concentrates on the fundamental skills and behaviours required to deliver an appropriate and independent opinion, we have developed our global Audit Quality Framework.

Responsibility for quality starts at the top through our governance structures as the UK Board is supported by the Audit Oversight Committee, and accountability is reinforced through the complete chain of command in all our teams.

■ Commitment to continuous improvement

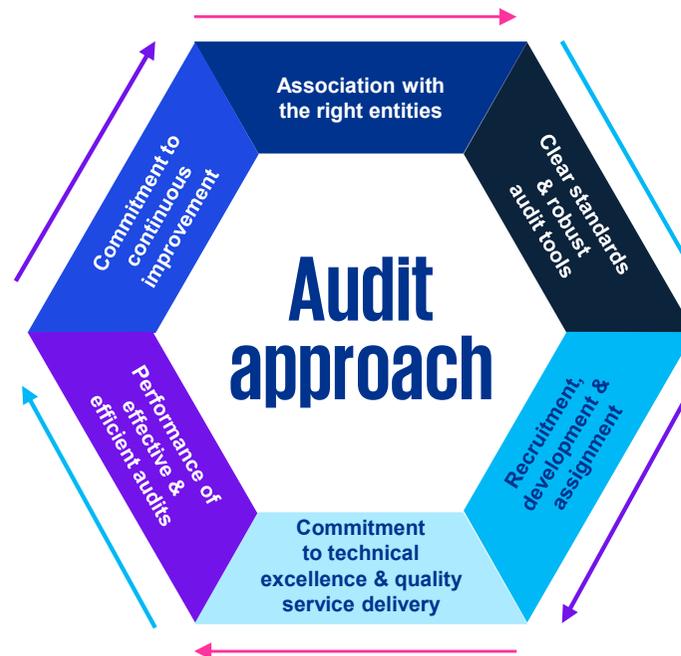
- Comprehensive effective monitoring processes
- Significant investment in technology to achieve consistency and enhance audits
- Obtain feedback from key stakeholders
- Evaluate and appropriately respond to feedback and findings

■ Performance of effective & efficient audits

- Professional judgement and scepticism
- Direction, supervision and review
- Ongoing mentoring and on the job coaching, including the second line of defence model
- Critical assessment of audit evidence
- Appropriately supported and documented conclusions
- Insightful, open and honest two way communications

■ Commitment to technical excellence & quality service delivery

- Technical training and support
- Accreditation and licensing
- Access to specialist networks
- Consultation processes
- Business understanding and industry knowledge
- Capacity to deliver valued insights



■ Association with the right entities

- Select entities within risk tolerance
- Manage audit responses to risk
- Robust client and engagement acceptance and continuance processes
- Client portfolio management

■ Clear standards & robust audit tools

- KPMG Audit and Risk Management Manuals
- Audit technology tools, templates and guidance
- KPMG Clara incorporating monitoring capabilities at engagement level
- Independence policies

■ Recruitment, development & assignment of appropriately qualified personnel

- Recruitment, promotion, retention
- Development of core competencies, skills and personal qualities
- Recognition and reward for quality work
- Capacity and resource management
- Assignment of team members and specialists

ISA (UK) 315 Revised: Overview

Summary

In the prior period, ISA (UK) 315 Revised “Identifying and assessing the risks of material misstatement” was introduced and incorporated significant changes from the previous version of the ISA.

These were introduced to achieve a more rigorous risk identification and assessment process and thereby promote more specificity in the response to the identified risks. The revised ISA was effective for periods commencing on or after **15 December 2021**.

The revised standard expanded on concepts in the existing standards but also introduced new risk assessment process requirements – the changes had a significant impact on our audit methodology and therefore audit approach.

What impact did the revision have on audited entities?

With the changes in the environment, including financial reporting frameworks becoming more complex, technology being used to a greater extent and entities (and their governance structures) becoming more complicated, standard setters recognised that audits need to have a more robust and comprehensive risk identification and assessment mechanism.

The changes result in additional audit awareness and therefore clear and impactful communication to those charged with governance in relation to (i) promoting consistency in effective risk identification and assessment, (ii) modernising the standard by increasing the focus on IT, (iii) enhancing the standard’s scalability through a principle based approach, and (iv) focusing auditor attention on exercising professional scepticism throughout risk assessment procedures.

Implementing year 1 findings into the subsequent audit plan

Entering the second year of the standard, the auditors will have demonstrated, and communicated their enhanced insight into their understanding of your wider control environment, notably within the area of IT.

In year 2 the audit team will apply their enhanced learning and insight into providing a targeted audit approach reflective of the specific scenarios of each entity’s audit.

A key area of focus for the auditor will be understanding how the entity responded to the observations communicated to those charged with governance in the prior period.

Where an entity has responded to those observations a re-evaluation of the control environment will establish if the responses by entity management have been proportionate and successful in their implementation.

Where no response to the observations has been applied by entity, or the auditor deems the remediation has not been effective, the audit team will understand the context and respond with proportionate application of professional scepticism in planning and performance of the subsequent audit procedures.

What will this mean for our on-going audits?

To meet the on-going requirements of the standard, auditors will each year continue to focus on risk assessment process, including the detailed consideration of the IT environment.

Subsequent year auditor observations on whether entity actions to address any control observations are proportionate and have been successfully implemented will represent an on-going audit deliverable.

Each year the impact of the on-going standard on your audit will be dependent on a combination of prior period observations, changes in the entity control environment and developments during the period. This on-going focus is likely to result in the continuation of enhanced risk assessment procedures and appropriate involvement of technical specialists (particularly IT Audit professionals) in our audits which will, in turn, influence auditor remuneration.

ISA (UK) 240 Revised: changes embedded in our practices

Ongoing impact of the revisions to ISA (UK) 240

ISA (UK) 240 (revised May 2021, effective for periods commencing on or after 15 December 2021) The auditor's responsibilities relating to fraud in an audit of financial statements included revisions introduced to clarify the auditor's obligations with respect to fraud and enhance the quality of audit work performed in this area. These changes are embedded into our practices and we will continue to maintain an increased focus on applying professional scepticism in our audit approach and to plan and perform the audit in a manner that is not biased towards obtaining evidence that may be corroborative, or towards excluding evidence that may be contradictory.

We will communicate, unless prohibited by law or regulation, with those charged with governance any matters related to fraud that are, in our judgment, relevant to their responsibilities. In doing so, we will consider the matters, if any, to communicate regarding management's process for identifying and responding to the risks of fraud in the entity and our assessment of the risks of material misstatement due to fraud.

Area	Our approach following the revisions
Risk assessment procedures and related activities	<ol style="list-style-type: none">1) Increased focus on applying professional scepticism – the key areas affected are:<ul style="list-style-type: none">• the need for auditors not to bias their approach towards obtaining evidence that is corroborative in nature or excluding contradictory evidence;• remaining alert for indications of inauthenticity in documents and records, and• investigating inconsistent or implausible responses to inquiries performed.2) Requirements to perform inquiries with individuals at the entity are expanded to include, amongst others, those who deal with allegations of fraud.3) We will determine whether to involve technical specialists (including forensics) to aid in identifying and responding to risks of material misstatement due to fraud.
Internal discussions and challenge	We will have internal discussions among the audit team to identify and assess the risk of fraud in the audit, including determining the need for additional meetings to consider the findings from earlier stages of the audit and their impact on our assessment of the risk of fraud.

FRC's areas of focus



The FRC released their [Annual Review of Corporate Reporting 2021/22](#) in **October 2022**, along with a [summary of key matters for the coming year](#), primarily targeted at CEOs, CFOs and Audit Committee chairs. In addition, they released six thematic reviews during the year which should be considered when preparing financial reports.

The reports identify where the FRC believes companies should be improving their reporting. Below is a high level summary of the key topics. We encourage management and those charged with governance to read further on those areas which are significant to the entity.



Reporting in uncertain times

Last year's Annual Review of Corporate Reporting from the FRC was prepared in the context of the current heightened economic and geopolitical uncertainty. The challenges of the Covid-19 pandemic, Russia's invasion of Ukraine and slowing of global economies has led to inflationary pressure worldwide and rising interest rates.

This makes meaningful disclosure more important than ever, and the FRC has stressed the need for companies to move beyond simply complying with the minimum requirements of the relevant accounting and reporting frameworks. They expect companies to provide high-quality, decision-useful information for investors, with companies continually assessing evolving risks and ensuring these are clearly explained in annual reports.

The potential effects of uncertainty on recognition, measurement and disclosure are numerous, and companies will need to think carefully about the impacts of uncertainty, in particular inflation, on their reporting. The Annual Review gives a number of examples including:

Strategic report: the impact of inflation on the business model, changes to principal risks and uncertainties, and the impact of inflation on stakeholders.

Discount rates: inputs need to follow a consistent approach in incorporating the effects of inflation.

Material assumptions: where inflation assumptions represent a source of significant estimation uncertainty, the FRC expects companies to provide explanation of how these have been calculated and sensitivity disclosures if appropriate.

Pension schemes: explain the effect of uncertainty on investment strategy and associated risks.



Climate-related reporting

Climate-related reporting has advanced significantly this year as premium listed entities are required by the Listing Rules to provide disclosures consistent with the Taskforce on Climate-Related Disclosures (TCFD) recommendations. This follows the expansion of the Streamlined Energy and Carbon Reporting (SECR) rules last year, which require quoted companies and large unquoted companies and LLPs to provide emissions reporting.

Climate has therefore been an area of ongoing focus for the FRC, with a thematic reviews in both 2021 and 2022 on aspects of climate reporting. From reviews of TCFD disclosures in the year, the FRC has highlighted five areas of improvement for companies to consider going forwards:

Granularity and specificity: disclosures should be granular and specific both to the company and the individual disclosure requirement, including a clear link to financial planning.

Balance: discussion of climate-related risks and opportunities should be balanced, and companies should consider any technological dependencies.

Interlinkage with other narrative disclosures: companies should ensure clear links between TCFD disclosures with other narrative disclosures in the annual report.

Materiality: companies should clearly articulate how they have considered materiality in the context of their TCFD disclosures.

Connectivity between TCFD and financial statements disclosures: the FRC may challenge those that disclose significant climate risks or net zero transition plans in narrative reporting, but do not explain how this is taken into account in the financial statements.

FRC's areas of focus (cont.)

Cash flow statements

This continues to be a particular area of concern as it is a recurring source of errors identified by the FRC, with 15 companies restating their cash flow statements in the review period as a result of the FRC's enquiries.

Companies are encouraged to consider the guidance in the 2020 thematic review on this topic, and to ensure that robust pre-issuance reviews of the financial statements have been undertaken.

Cash flows must be classified as operating, investing or reporting in line with the requirements of the standard, and amounts reported should be consistent with disclosures elsewhere in the report and accounts including the elimination of non-cash transactions.

Several errors identified by the FRC related to the parent company cash flow statement, and it should ensure that this statement also complies with the requirements of the standard.

Financial Instruments

Companies should ensure that disclosure is sufficient to enable users to evaluate the nature and extent of risks arising from financial instruments and the approach taken to risk management.

These disclosures should include the approach and assumptions used in the measurement of expected credit losses, and details of concentrations of risk. In times of economic uncertainty, disclosure of methods used to measure exposure to risks, and details of hedging arrangements put in place for interest rates or inflation are all the more important.

In addition, accounting policies should be provided for all material financing and hedging arrangements and any changes in these arrangements. Where companies have banking covenants, information about these should be provided (unless the likelihood of a breach is considered remote).

Income taxes

Where material deferred tax assets are recognised by historically loss-making entities, disclosures should explain the nature of the evidence supporting their recognition. In addition, any connected significant accounting judgements or sources of estimation uncertainty will also need to be disclosed.

On tax more generally, the FRC expects companies to ensure that tax-related disclosures are consistent throughout the annual report and accounts, and material reconciling items in the effective tax rate reconciliation are adequately explained.

For groups operating in several jurisdictions, effective tax reconciliations may be more meaningful if they aggregate reconciliations prepared using the domestic rate in each individual jurisdiction, with a weighted average tax rate applied to accounting profit.

Strategic report and other Companies Act 2006 matters

The strategic report needs to articulate the effects of economic and other risks facing companies, including inflation, rising interest rates, supply chain issues and labour relations. Mitigation strategies should be explained, with links, where relevant, to information disclosed elsewhere in the annual report.

Business reviews should discuss significant movements in the balance sheet and cash flow statement, and should not be limited to just an explanation of financial performance in the period.

The FRC has also identified instances of companies not complying with legal requirements around distributions, and companies are reminded of the need to file interim accounts to support distributions in excess of the distributable profits shown in the relevant accounts.

Revenue

Accounting policies should be provided for all significant performance obligations and should address the timing of revenue recognition, the basis for over-time recognition, and the methodology applied.

Inflationary features in contracts with customers and suppliers and the accounting for such clauses are under increased focus this year.

Alternative performance measures ('APMs')

APMs should not be presented with more prominence, emphasis or authority than measures stemming directly from the financial statements, and should be reconciled to the relevant financial statements line item.

FRC's areas of focus (cont.)

Provisions and contingencies

Companies should give clear and specific descriptions of the nature and uncertainties for material provisions or contingent liabilities, the expected timeframe and the basis for estimating the probable or possible outflow.

Inputs used in measuring provisions should be consistent in the approach to incorporating the effects of inflation, and details of related assumptions should be provided if material.

Presentation of financial statements and related disclosures

Material accounting policy information should be clearly disclosed, and additional company-specific disclosures should be provided when compliance with IFRS requirements is insufficient to adequately explain transactions.

Judgements and estimates

Economic uncertainty increases the likelihood of companies needing to make significant judgements when preparing financial statements. The FRC highlights two specific examples – going concern assessments and accounting for inflationary features in contracts – where disclosure is key.

More generally, the FRC highlights the need for disclosures to clearly distinguish between estimates with a significant risk of a material adjustment to the carrying amounts of assets/liabilities within the next year, and other sources of estimation uncertainty.

Significant estimates, and the associated disclosures should be updated at the balance sheet date. Sensitivity disclosures should be meaningful for readers, for example by sensitising the most relevant assumptions, and explaining any changes in assumption since the previous year.

Impairment of assets

Economic uncertainty may have a significant impact on impairment assessments, and this is an area where queries raised from the FRC could have been avoided by clearer disclosure.

Companies need to explain the sensitivity of recoverable amounts to changes in assumptions, especially where the range of possible outcomes has widened. This should include explanation of the effect of economic assumptions, such as reduction in customer demand and increased cost.

Inflation should be treated consistently in value in use calculations. Nominal cash flows are discounted at a nominal rate, and real cash flows are discounted at a real rate.

Lastly, the FRC stresses the importance of consistency between impairment reviews/disclosures and other disclosures in the annual report.

Thematic reviews

The FRC released six thematic reviews on corporate reporting last year, and companies are encouraged to consider the guidance in those reviews, where relevant, to enhance their financial reporting. The topics covered are:

- [TCFD disclosures and climate in the financial statements](#)
- [Judgements and estimates](#)
- [IFRS 3 Business Combinations](#)
- [Discount rates](#)
- [Deferred Tax Assets \(IAS 12\)](#)
- [Earnings per Share \(IAS 33\)](#)

2022/23 review priorities

The FRC has indicated that its 2022/23 reviews will focus on the extent to which companies' disclosures address risks and uncertainty in the challenging economic environment, including those relating to climate change. Companies need to clearly articulate the impact of these risks on their strategy, business model and viability. In particular, the FRC intends to prioritise reviews of companies operating in the following sectors:

 Travel, hospitality and leisure

 Construction materials

 Retail

 Gas, water and multi-utilities



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