

Amended Audit and Inspection Plan

Cannock Chase District Council

Audit 2008/09

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Our work across local government, health, housing, community safety and fire and rescue services means that we have a unique perspective. We promote value for money for taxpayers, auditing the £200 billion spent by 11,000 local public bodies.

As a force for improvement, we work in partnership to assess local public services and make practical recommendations for promoting a better quality of life for local people.

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Introduction

- 1 From 1 April 2008 the role of Relationship manager has been replaced by the post of Comprehensive Area Assessment Lead (CAAL). The CAAL will provide the focal point for the Commission's work in your local area, lead the comprehensive Area Assessment (CAA) process, and ensure that the combined inspection programme across all inspectorates is tailored to the level and nature of risk for the area and its constituent public bodies. The Commission has become the statutory gatekeeper of all inspection activity involving local authorities.
- 2 This plan has been developed by the CAAL and the appointed auditor. It sets out the audit and inspection work that we propose to undertake for the 2008/09 financial year. The plan is based on the Audit Commission's risk-based approach to audit planning and the requirements of moving towards CAA. It reflects:
 - audit and inspection work specified by the Audit Commission for 2008/09;
 - current national risks relevant to your local circumstances; and
 - your local risks and improvement priorities.
- 3 2008/09 is our first year as the Council's appointed auditors. This initial plan is based on discussions with the Council's officers and the outgoing auditor. The audit planning process for 2008/09, including the risk assessment, will continue as the year progresses, and the information and fees in this plan will be kept under review and updated as necessary.

Responsibilities

- 4 We comply with the statutory requirements governing our audit and inspection work, in particular:
 - the Audit Commission Act 1998;
 - the Local Government Act 1999 (best value inspection and audit); and
 - the Code of Audit Practice.
- 5 The Code of Audit Practice (the Code) defines auditors' responsibilities in relation to:
 - the financial statements (including the annual governance statement); and
 - the audited body's arrangements for securing economy, efficiency and effectiveness in its use of resources.
- 6 The Audit Commission's Statement of Responsibilities of Auditors and of Audited Bodies sets out the respective responsibilities of the auditor and the Council. The Audit Commission has issued a copy of the Statement to every audited body.
- 7 The Statement summarises where the different responsibilities of auditors and of the audited body begin and end, and our audit work is undertaken in the context of these responsibilities.

Audit fee

- 8 The details of the structure of scale fees are set out in the Audit Commission's work programme and fee scales 2008/09. Scale fees are based on a number of variables, including the type, size and location of the audited body.
- 9 The total indicative fee for the audit and inspection work included in this audit and inspection plan for 2008/09 is for £115,932 which compares to last years fee of £119,855. The Council's previous auditors, KPMG, propose an additional fee of £36,000 for completion of their work on data quality and the use of resources assessment for 2007/08.
- 10 A summary of this is shown in the table below. The fee is determined by audit risks identified, mandated work and basic assumptions. A detailed breakdown of the audit and inspection fee is included in Appendix 2.

Table 1 Audit fee

Audit area	Planned fee 2008/09	Planned 2007/08
Total audit fee	£109,960	£107,000 (Charged by KPMG plus £36,000 charged 2008/09)
Total inspection fee	£5,972	£12,855
Certification of claims and returns	£30,716	

*** certification of grant claims is charged on a daily rate based on the time taken to audit each claim. This is an initial estimate only.*

- 11 The Audit Commission fee scale sets an indicative fee range for individual audited bodies. The normal fee range spans a variation of up to plus or minus 30 per cent from a mid point. The mid point for Cannock Chase District Council is £103,462 and the fee proposed for 2008/09 is 6 per cent above the mid point.
- 12 In setting the fee, we have assumed that:
 - there will be no audit issues arising from the 2007/08 audit that would impact significantly upon the level of risk in relation to the audit of the financial statements;
 - internal audit undertakes appropriate work on all systems; and
 - good quality working papers and records will be provided to support the financial statements in accordance with an agreed timetable.

Further details of our assumptions are outlined in Appendix 2.

- The Audit Commission has the power to determine the fee above or below the scale fee where it considers that substantially more or less work is required than envisaged by the scale fee. The Audit Commission may, therefore, adjust the scale fee to reflect the actual work that needs to be carried out to meet the auditor's statutory responsibilities, on the basis of the auditor's assessment of risk and complexity at a particular body.
- 13 It is a matter for the auditor to determine the work necessary to complete the audit and, subject to approval by the Audit Commission, to seek to agree an appropriate variation to the scale fee with the Council. The Audit Commission expects normally to vary the scale fee by no more than 30 per cent (upwards or downwards). This fee then becomes payable.

Specific actions Cannock Chase District Council could take to reduce its audit and inspection fees

- 14 The Audit Commission requires its auditors to inform a council of specific actions it could take to reduce its audit and inspection fees. As 2008/09 is the first year of our audit appointment we have yet to identify and discuss improvement opportunities that could reduce the audit fee. Such opportunities might include further improvements to:
- the closedown arrangements for the production of the financial statements; and
 - the processes for producing grant claims, in particular the Housing and council Tax Benefit claim and Housing Subsidy claim.
- 15 Throughout the audit we will remain alert to improvements that could reduce the audit fee. In the event that audit work is completed more quickly than planned, then savings will be identified and reflected in revisions to the audit plan,

Process for agreeing any changes in audit fees

- 16 As set out in paragraph 3, the initial risk assessment may change as the year progress. Where this is the case, we will discuss this in the first instance with the Director of Governance. Supplements to the plan will be issued to record any revisions to the risk and the impact on the fee.

Auditor's report on the financial statements

- 17 We are required to issue an audit report giving our:
- opinion on whether the financial statements present fairly the financial position of the Council as at 31 March 2009; and
 - conclusion on whether the Council has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Financial statements

- 18 We have not undertaken a risk assessment for our audit of the financial statements as many of the specific risks may become apparent after we have completed our initial work of documenting and testing key financial systems. We will issue a separate opinion Audit and Inspection Plan for our audit of the financial statements in March 2009.
- 19 Our audit of the financial statements includes our initial detailed review of internal audit (thereafter on a triennial basis) and our work to document our understanding of the council at an organisational and systems level. We will liaise with internal audit to place as much reliance as possible on their work as we document and assess the controls in place within key financial systems.

VFM conclusion

- 20 In reaching our conclusion, we will review evidence that is relevant to the Council's performance management and financial management arrangements. The work required to arrive at the auditor's Value for Money conclusion is aligned to the use of resources assessment.

Use of resources

- 21 This will be the first year of a new use of resources assessment which will form an element of the CAA framework. The Audit Commission has specified that auditors will complete a use of resources assessment for 2008/09.
- 22 There are significant changes to the criteria for 2008/09. The approach to the new use of resources assessment is focussed on three themes (managing money, managing the business and managing other resources) and specified key lines of enquiry. Appendix 1 outlines the criteria to be assessed as part of our use of resources work and our VFM conclusion.
- 23 For each of the significant risks identified in relation to our use of resources work, we consider the arrangements put in place by the Council to mitigate the risk, and plan our work accordingly. Our initial risk assessment for use of resources work is shown in Appendix 3. Since 2008/09 is the first year of our audit appointment it highlights only issues reported to us and will be updated through our continuous planning process as the year progresses.

Mandated work

24 As part of the audit, the mandated work programme comprises:

- whole of government accounts.

Appendix 1 highlights the work to be undertaken.

CPA and inspection

- 25 From April 2009, the Audit Commission, jointly with the other public service inspectorates, will be implementing Comprehensive Area Assessment (CAA). Therefore, 2008/09 is the last year in which corporate assessments and programme service inspections will be undertaken as part of the CPA framework.
- 26 The Audit Commission’s CPA and inspection activity is underpinned by the principle of targeting our work where it will have the greatest effect, based upon assessments of risk and performance. The Council’s CPA category is, therefore, a key driver in the Commission’s inspection planning process. For CPA 2006, the Council was categorised as fair.
- 27 We have applied the principles set out in the CPA framework, ‘CPA – District Council Framework From 2006’, recognising the key strengths and areas for improvement in the Council’s performance.
- 28 Strengths in the Council’s performance include:
- the Council is working well with partners to improve health and community safety; and
 - the Council has delivered improvement in most of its priority areas particularly recycling.
- 29 Areas for improvement in the Council’s performance include:
- despite improvements in delivery of services the Council has fewer top performing performance indicators than most other councils; and
 - addressing the poor public perception of the Council where overall satisfaction is low.
- 30 On the basis of the planning process, I have identified where inspection activity will be focused for 2008/09 as follows.

Table 2 Summary of inspection activity

Inspection activity	Reason/impact
Relationship manager (CAAL) role	To act as the Commission’s primary point of contact with the Council and the interface at the local level between the Commission and the other inspectorates, government offices and other key stakeholders.

Inspection activity	Reason/impact
Direction of Travel (DoT) assessment	An annual assessment, carried out by the RM, of how well the Council is securing continuous improvement. The DoT statement will be reported in the Annual Audit and Inspection Letter. The DoT assessment summary will be published on the Commission's website.
Housing reinspection	No work is planned for 2008/09 but our Housing Inspectorate plan to carry out a reinspection in 2009/10.

Additional services work

- 31 Under section paragraph 9 of Schedule 2A of the Audit Commission Act 1998 we have powers to provide 'advice and assistance' to another public authority where this is requested.
- 32 If you wish the Commission to provide additional services under these powers please contact Dorothy Welsh d-welsh@audit-commission.gov.uk

The audit and inspection team

- 33 The key members of the audit and inspection team for the 2008/09 audit are shown in the table below.

Table 3 Audit and inspection team

Name	Contact details	Responsibilities
John Cotterill CAAL	j-cotterill@audit-commission.gov.uk 0844 798 6666	The primary point of contact with the Council and the interface at the local level between the Commission and the other inspectorates, government offices and other key stakeholders.
Grant Patterson District Auditor	g-patterson@audit-commission.gov.uk 0844 798 7816	Responsible for the overall delivery of the audit including the quality of outputs, signing the opinion and conclusion, and liaison with the Chief Executive and audit committee.
Paul Evans Audit Manager	p-evans@audit-commission.gov.uk 0844 798 6665	Manages and co-ordinates the different elements of the audit work. Key point of contact for the Director of Governance.
Bethan Vaghela Principal Auditor	b-vaghela@audit-commission.gov.uk 08440 798 4924	Responsible for the delivery of elements of the use of resources assessment and opinion work. Key point of contact for finance department staff and in the absence of the audit manager.
John Cotterill Area Performance Lead	j-cotterill@audit-commission.gov.uk 0844 798 6666	Responsible for the delivery of elements of the use of resources work including input into the use of resources assessment and elements of the Direction of Travel assessment.

Quality of service

- 34 We are committed to providing you with a high quality service. If you are in any way dissatisfied, or would like to discuss how we can improve our service, please contact Grant Patterson (District Auditor) in the first instance. Alternatively, you may wish to contact the West Midlands Head of Operations, Phil Jones at our Solihull office (0844 798 1167).
- 35 If we are unable to satisfy your concerns, you have the right to make a formal complaint to the Audit Commission. The complaints procedure is set out in the leaflet '*Something to Complain About*', which is available from the Commission's website or on request.

Planned outputs

- 36 Reports will be discussed and agreed with the appropriate officers before being issued to the audit committee.

Table 4 Planned outputs

Planned output	Indicative date
Opinion Audit Plan	March 2008
Annual governance report	September 2009
Auditor's report giving an opinion on the financial statements and value for money conclusion	September 2009
Final accounts memorandum (to the Director of Governance)	October 2009
Use of resources report	October 2009
Annual Audit and Inspection Letter	TBC

Appendix 1 – Work under the Code of Audit Practice

Financial statements

- 1 We will carry out our audit of the financial statements in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board (APB).
- 2 We are required to issue an opinion on whether the financial statements present fairly, in accordance with applicable laws and regulations and the Statement of Recommended Practice on Local Authority Accounting in the United Kingdom 2008, the financial position of the Council as at 31 March 2009 and its income and expenditure for the year.
- 3 We are also required to review whether the Annual Government Statement has been presented in accordance with relevant requirements, and to report if it does not meet these requirements or if the Annual Government Statement is misleading or inconsistent with our knowledge of the Council.
- 4 Our fee for this element of the audit set out in appendix 2 includes all work associated with the opinion on the financial statements and since this is the main basis for our audit appointment, this also includes audit planning, review and reporting time.
- 5 As noted at paragraph 19 in our first year of auditing the Council we include a detailed review of internal audit which may then be repeated on a triennial basis. This is to assess how effective internal audit is as a management control by checking compliance with the standards set out in the CIPFA Code of Practice for Internal Audit.
- 6 We must record and demonstrate our understanding of the council's business, the way it works and the wider environment and regulatory framework that it operates in, in order to identify opinion risks and develop the testing strategy. We also identify, evaluate and document those of the council's information systems that have a material impact on its financial statements. We will liaise closely with internal audit to place as much reliance as possible on their work as we document and assess the controls in place within the information systems.
- 7 We will provide further details of our risk assessment and the testing strategy for the audit of financial statements in our opinion plan to be issued in March 2009.

Value for money conclusion

- 8 The Code requires us to issue a conclusion on whether the Council has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. This is known as the value for money conclusion. The Code also requires the auditor to have regard to a standard set of relevant criteria, issued by the Audit Commission, in arriving at our conclusion.
- 9 In meeting this responsibility, we will review evidence that is relevant to the Council's corporate performance management and financial management arrangements. Where relevant work has been undertaken by other regulators, for example Communities and Local Government, we will normally place reliance on their reported results to inform our work.
- 10 We will also follow up audit work from previous years to assess progress in implementing agreed recommendations.

Use of resources assessment

- 11 The Audit Commission has now consulted on its proposals for the 2008/09 Use of Resources assessment and notified councils of its proposals in its publication *Use of Resources 2008/09 - Overall approach and key lines of enquiry*.
- 12 The Commission will publish scored judgements about value for money in the use of resources in respect of local authorities, fire and rescue authorities, police authorities and primary care trusts (PCTs). The use of resources assessment forms part of CAA from 2009 and will also feed into other relevant performance assessment frameworks as appropriate.
- 13 The use of resources assessment considers how well organisations are managing and using their resources to deliver value for money and better and sustainable outcomes for local people. It is structured into three themes that focus on the importance of sound and strategic financial management, strategic commissioning and good governance, and the effective management of natural resources, assets and people. The scores for each theme are based upon the scores reached by auditors on the underlying Key Lines Of Enquiry (KLOE).
- 14 From 2008/09, the KLOE are more broadly based than previously and embrace wider resource issues such as people and workforce planning, and the use of natural resources. The KLOE focus more on value for money achievements, outputs and outcomes rather than on processes, and are more strategic and less detailed.
- 15 A proportionate approach will be applied to the assessment of the KLOE. The Commission will specify in its annual work programme and fees document which KLOE are to be assessed over the coming year. The specified KLOE are likely to differ for each sector in order to reflect sector priorities. In 2008/09, auditors will assess eight of the ten KLOE at district councils, fire and rescue authorities, police authorities and PCTs, and nine of the ten KLOE at single tier and county councils.

Table 1 Specified KLOE for 2008/09 VFM conclusion and use of resources assessment

KLOE	STCCs	Districts	Police	Fire	PCTs
Managing finances					
1.1 Planning for financial health	√	√	√	√	√
1.2 Understanding costs and achieving efficiencies	√	√	√	√	√
1.3 Financial reporting	√	√	√	√	√
Governing the business					
2.1 Commissioning and procurement	√	√	√	√	X
2.2 Use of information	√	√	√	√	√
2.3 Good governance	√	√	√	√	√
2.4 Risk management and internal control	√	√	√	√	√
Managing resources					
3.1 Natural resources	√	X	X	X	X
3.2 Strategic asset management	√	X	X	X	√
3.3 Workforce	X	√	√	√	√

- 16 The work required to arrive at the 2008/09 use of resources assessment is fully aligned with that required to arrive at the auditor's 2008/09 value for money conclusion and Data Quality will become an element of the Use of Resources framework from 2008/09. We will report details of the scores and judgements made to the Council. The scores will be accompanied, where appropriate, by recommendations for improvement.

Whole of government accounts

- 17 We will be required to review and report on your WGA consolidation pack in accordance with the approach agreed with HM Treasury and the National Audit Office.

National Fraud Initiative

- 18 From 2008/09 work relating to the National Fraud Initiative will be carried out directly by the Audit Commission using its new data matching powers under the Serious Crime Act 2007. The Commission will be consulting audited bodies on the work programme and fee scales for the National Fraud Initiative later this year.

Certification of grant claims and returns

- 19 We will continue to certify the Council's claims and returns on the following basis.
- Claims below £100,000 will not be subject to certification.
 - Claims between £100,000 and £500,000 will be subject to a reduced, light-touch certification.
 - Claims over £500,000 will be subject to a certification approach relevant to the auditor's assessment of the control environment and management preparation of claims. A robust control environment would lead to a reduced certification approach for these claims.
- 20 The fees for grant certification work are charged on the basis of the actual time taken to certify the claim using the standard Audit Commission grant rates. Our indicative fee is based on our initial estimate of the time required to certify the following claims.
- Housing Benefit and Council Tax subsidy
 - Housing subsidy and base data return
 - National Non Domestic Rates
 - Housing Subsidy
 - Disabled facilities grants.

Appendix 2 – Basis for fee

- 1 The Audit Commission is committed to targeting its work where it will have the greatest effect, based upon assessments of risk and performance. This means planning our audit work to address areas of risk relevant to our audit responsibilities and reflecting this in the audit fees. It also means making sure that our work is coordinated with the work of other regulators, and that our work helps you to improve.
- 2 Our risk assessment process starts with the identification of the significant financial and operational risks applying at the Council with reference to:
 - our cumulative knowledge of the Council;
 - planning guidance issued by the Audit Commission;
 - the specific results of previous and ongoing audit work;
 - interviews with Council officers;
 - liaison with internal audit; and
 - the results of other review agencies' work where relevant.

Assumptions

- 3 In setting the fee, I have assumed that:
 - the level of risk in relation to the audit of the financial statements is not significantly different from that identified for 2007/08;
 - you will inform us of significant developments impacting on our audit;
 - internal audit meets the appropriate professional standards;
 - internal audit undertakes appropriate work on all systems that provide material figures in the financial statements sufficient that we can place reliance for the purpose of the audit;
 - good quality working papers and records will be provided to support the financial statements;
 - requested information will be provided within agreed timescales; and
 - prompt responses will be provided to draft reports; and
 - additional work will not be required to address questions or objections raised by local government electors.
- 4 Where these assumptions are not met, I will be required to undertake additional work which is likely to result in an increased audit fee. The fee for the audit of the financial statements will be re-visited when we issue the opinion audit plan.

- 5 Changes to the plan will be agreed with you. These may be required if:
- new residual audit risks emerge;
 - additional work is required by the Audit Commission or other regulators; or
 - additional work is required as a result of changes in legislation, professional standards or as a result of changes in financial reporting.
- 6 Below is a detailed breakdown of the audit and inspection fee for 2008/09.
- 7 The fee (plus VAT) will be charged in equal instalments from July 2008 to March 2009.

Table 1 Detailed audit and inspection fee

Audit area	Planned fee 2008/09	Planned fee 2007/08	
Financial statements (1)	£83,196	£56,650	<i>page 17 para. 1-7</i>
Use of resources (2)	£26,092	£32,445	<i>page 18 para. 8-16</i>
Data quality (3)	included in UoR 2008/09	£13,905	<i>page 19 para. 16</i>
Whole of government accounts	£672	£3,000	<i>page 19 para. 17</i>
National Fraud Initiative (4)		£1,000	<i>page 20 para. 18</i>
Total audit fee	£109,960	£107,000	
Relationship management	£2,986	£2,950	<i>page 12 para. 30</i>
Direction of Travel	£2,986	£2,950	<i>page 12 para. 30</i>
Service inspection	0	£6,330	
Total inspection fee	£5,972	£12,230	
Total audit and inspection fee	£115,932	£119,230	
Certification of claims and returns (5)	£30,716		<i>page 20 para. 19-20</i>

(1) This fee element includes all audit planning, review and reporting time along with interim opinion audit (including detailed review of internal audit, understanding the audited body work and review and testing of system controls) audit of the financial statements and review of the annual governance statement.

(2) Comparative figures are from the Council's analysis of fees. There is an additional charge of £36,000 to be billed directly by KMPG for completion of the 2007/08 UoR and DQ work.

(3) The mandated data quality work becomes part of the new use of resources for 2008/09 and so is included in the fee at (2).

(4) In 2008/09 the NFI work is billed separately and the NFI will no longer be part of the code audit. A separate fee scale will be set and fees will be separately invoiced under the Audit Commission's new powers.

(5) The fees for grant certification work are charged on the basis of actual time taken using the standard Audit Commission grant rates.

Appendix 3 – Initial risk assessment – Use of resources and VFM conclusion

Significant risks identified	Mitigating action by audited body	Residual audit risk	Action in response to residual audit risk	Link to auditor’s responsibilities
<p>In January 2007 we carried out an inspection of the Council's Strategic Housing Services and assessed the service as 'fair with uncertain prospects for improvement'.</p>	<p>The Council has put in place plans to address the issues identified in the inspection</p>	<p>Yes</p>	<p>We plan to carry out a reinspection of housing services and assess the Council's progress in implementing its action plans as part of the 2009/10 audit.</p>	<p>UoR KLOE 5.1 "the Council achieves good value for money and VFM conclusion criterion 1 "the body has put in place arrangements for setting, reviewing and implementing its strategic and operational objectives".</p>

Appendix 4 – Independence and objectivity

- 1 I am not aware of any relationships that may affect the independence and objectivity of the District Auditor and the audit staff, which we are required by auditing and ethical standards to communicate to you.
- 2 We comply with the ethical standards issued by the APB and with the Commission's requirements in respect of independence and objectivity as summarised below.
- 3 Auditors appointed by the Audit Commission are required to comply with the Commission's Code of Audit Practice and Standing Guidance for Auditors, which defines the terms of my appointment. When auditing the financial statements, auditors are also required to comply with auditing standards and ethical standards issued by the Auditing Practices Board (APB).
- 4 The main requirements of the Code of Audit Practice, Standing Guidance for Auditors and the standards are summarised below.
- 5 International Standard on Auditing (UK and Ireland) 260 (Communication of audit matters with those charged with governance) requires that the appointed auditor:
 - discloses in writing all relationships that may bear on the auditor's objectivity and independence, the related safeguards put in place to protect against these threats and the total amount of fee that the auditor has charged the client; and
 - confirms in writing that the APB's ethical standards are complied with and that, in the auditor's professional judgement, they are independent and their objectivity is not compromised.
- 6 The standard defines 'those charged with governance' as 'those persons entrusted with the supervision, control and direction of an entity'. In your case, the appropriate addressee of communications from the auditor to those charged with governance is the audit committee. The auditor reserves the right, however, to communicate directly with the Council on matters which are considered to be of sufficient importance.
- 7 The Commission's Code of Audit Practice has an overriding general requirement that appointed auditors carry out their work independently and objectively, and ensure that they do not act in any way that might give rise to, or could reasonably be perceived to give rise to, a conflict of interest. In particular, appointed auditors and their staff should avoid entering into any official, professional or personal relationships which may, or could reasonably be perceived to, cause them inappropriately or unjustifiably to limit the scope, extent or rigour of their work or impair the objectivity of their judgement.

8 The Standing Guidance for Auditors includes a number of specific rules. The key rules relevant to this audit appointment are as follows.

- Appointed auditors should not perform additional work for an audited body (ie work over and above the minimum required to meet their statutory responsibilities) if it would compromise their independence or might give rise to a reasonable perception that their independence could be compromised. Where the audited body invites the auditor to carry out risk-based work in a particular area that cannot otherwise be justified as necessary to support the auditor's opinion and conclusions, it should be clearly differentiated within the Audit and Inspection Plan as being 'additional work' and charged for separately from the normal audit fee.
- Auditors should not accept engagements that involve commenting on the performance of other auditors appointed by the Commission on Commission work without first consulting the Commission.
- The District Auditor responsible for the audit should, in all but the most exceptional circumstances, be changed at least once every five years.
- The District Auditor and senior members of the audit team are prevented from taking part in political activity on behalf of a political party, or special interest group, whose activities relate directly to the functions of local government or NHS bodies in general, or to a particular local government or NHS body.
- The District Auditor and members of the audit team must abide by the Commission's policy on gifts, hospitality and entertainment.

Appendix 5 – Working together

Meetings

- 1 The audit team will maintain knowledge of your issues to inform our risk-based audit through regular liaison with key officers.
- 2 The meetings will be organised by the Audit Commission and our proposal for this is as follows.

Table 1 Proposed meetings with officers

Council officers	Audit Commission staff	Purpose
Chief Executive Director of Governance	District Auditor (DA) Audit Manager (AM) Comprehensive Area Assessment Lead (CAAL)	General update plus: <ul style="list-style-type: none"> • audit and Inspection Plan • accounts progress and VFM
Head of Governance and Chief Internal Auditor	AM and team Leader (TL)	Update on audit progress and issues
Audit Committee	DA and AM, with TL and/or CAAL as appropriate	Formal reporting of: <ul style="list-style-type: none"> • Audit and Inspection Plan; • Annual governance report; • Annual Audit and Inspection Letter; and • other issues as appropriate.

Sustainability

- 3 The Audit Commission is committed to promoting sustainability in our working practices and we will actively consider opportunities to reduce our impact on the environment. This will include:
 - reducing paper flow by encouraging you to submit documentation and working papers electronically;
 - use of video and telephone conferencing for meetings as appropriate;
 - reducing travel; and
 - other initiatives.