



Scott-Moncrieff
business advisers and accountants

Edinburgh Integration Joint Board

External Audit Plan
2016/17

March 2017

Contents

- Introduction..... 1**
- Responsibilities of Scott-Moncrieff 3**
- Audit strategy 5**
- Annual accounts..... 8**
- Governance and transparency 12**
- Audit outputs, timetable and fees 16**
- Appendix 1: Your audit team 19**
- Appendix 2: Statement of understanding..... 20**

1

Introduction

Introduction

1. This document summarises the work plan for our 2016/17 external audit of Edinburgh Integration Joint Board (“the IJB”).
2. The core elements of our work include:
 - an audit of the IJB’s 2016/17 annual accounts; and
 - a review of arrangements as they relate to the four dimensions of wider-scope public audit: governance and transparency, financial management, financial sustainability and value for money; and
 - any other work requested by Audit Scotland, for example, providing feedback on the local impact of national performance audits.

Audit appointment

3. The Accounts Commission is an independent body appointed by Scottish Ministers responsible for securing the audit of local authorities and other local government bodies. The Commission’s work is governed mainly by the Local Government (Scotland) Act 1973.
4. Audit Scotland is an independent statutory body that provides the Accounts Commission with the services required to carry out their statutory functions.
5. The Accounts Commission has appointed Scott-Moncrieff as external auditor of the IJB for 2016/17. This document comprises the audit plan for 2016/17 and summarises:
 - the responsibilities of Scott-Moncrieff as external auditors;
 - our audit strategy;
 - our planned audit work and how we will approach it;
 - our proposed audit outputs, timetable and fee; and
 - background to Scott-Moncrieff and the audit team.

Adding value through the audit

6. All of our clients quite rightly demand of us a positive contribution to meeting their ever-changing business needs. Our aim is to add value to the IJB through our external audit work by being constructive and forward looking, by identifying areas of improvement and by recommending and encouraging good practice. In this way we aim to help the IJB promote improved standards of governance, better management and decision making and more effective use of resources.
7. Any comments you may have on the service we provide would be greatly appreciated at any time. Full contact details for your audit team can be found in Appendix 1.
8. This plan will be published on Audit Scotland’s website www.audit-scotland.gov.uk.

2

Responsibilities of Scott-Moncrieff

Responsibilities of Scott-Moncrieff

Code of Audit Practice

1. A new Code of Audit Practice (the Code) was published in 2016 and applies to external audits for financial years starting on or after 1 April 2016. This Code replaces the previous one issued in 2011.
2. The Code outlines the responsibilities of external auditors appointed by the Auditor General and it is a condition of our appointment that we follow it.

Auditor responsibilities

3. The special accountabilities that attach to the conduct of public business, and the use of public money, mean that public sector audits must be planned and undertaken from a wider perspective than in the private sector. This means providing assurance, not only on the annual accounts, but providing audit judgements and conclusions on the appropriateness, effectiveness and impact of corporate governance and performance management arrangements and financial sustainability.
4. The Code sets out four audit dimensions that frame the wider scope audit work into identifiable audit areas. These are summarised in Exhibit 1.

Exhibit 1: Audit dimensions of wider scope public audit

Audit area	Scope
Financial sustainability	Financial sustainability looks forward to the medium (two to five years) and the longer term (over five years) to consider whether the IJB is planning effectively to continue to fulfil its functions in an affordable and sustainable manner.
Financial management	Financial management is concerned with financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively.
Governance and transparency	Governance and transparency covers the effectiveness of scrutiny and governance arrangements, leadership and decision-making and transparent reporting of financial and performance information.
Value for money	Value for money is concerned with using resources effectively and continually improving services.

3

Audit strategy

Audit strategy

Risk-based audit approach

5. We follow a risk-based approach to audit planning that reflects our overall assessment of the relevant risks that apply to the IJB. This ensures that our audit focuses on the areas of highest risk. Our audit planning is based on:



6. Planning is a continuous process and our audit plans are therefore updated during the course of the audit to take account of developments as they arise.

Communications with those charged with governance

7. Auditing standards require us to make certain communications throughout the audit to those charged with governance. We have agreed with the IJB that these communications will be through the Audit and Risk Committee.

Partnership working

9. We will coordinate our work with Audit Scotland, internal audit, other external auditors and any other relevant scrutiny bodies, recognising the increasing integration of service delivery and partnership working within the public sector.

Professional standards and guidance

8. We perform our audit of the financial statements in accordance with International Standards on Auditing (UK and Ireland) (ISAs), the International Standard on Quality Control 1 (UK and Ireland), Ethical Standards, and applicable Practice Notes and other guidance issued by the Auditing Practices Board (APB). In particular, we comply with the APB's *Practice Note 10 on the Audit of Financial Statements of Public Sector Bodies in the United Kingdom (revised)*.

Audit Scotland

10. Although we are independent of Audit Scotland and are responsible for forming our own views and opinions, we do work closely with Audit Scotland throughout the audit. This helps, for example, to identify common priorities and risks, treat consistently any issues that impact on a number of audited bodies, and further develop an efficient and effective approach to public audit. We will share information about identified risks, good practices and barriers to improvement so that lessons to be learnt and knowledge of what works can be disseminated to all relevant bodies.

11. Audit Scotland undertakes national performance audits on issues affecting the IJB. We will review the IJB's arrangements for taking action on any issues reported in the national performance reports which may have a local impact.
12. During the year we may also be required to provide information to Audit Scotland to support the national performance audits.

Internal audit

13. We are committed to avoiding duplication of audit effort and ensuring an efficient use of the IJB's total audit resource. We will consider the findings of the work of internal audit within our audit process and look to minimise duplication of effort.

4

Annual accounts

Annual accounts

14. The IJB’s annual accounts are an essential part of accounting for the stewardship of the resources made available to it and the financial performance in the use of those resources. This section sets out our approach to the audit of the IJB’s annual accounts.

Approach to audit of annual accounts

15. Our opinion on the annual accounts will be based on:

Risk-based audit planning

16. We focus our work on the areas of highest risk in all aspects of our work, including our audit of the annual accounts. As part of our planning process we prepare a risk assessment highlighting the audit risk relating to each element of the annual accounts.

Audit of the annual accounts

17. During our audit we will test and review the material amounts and disclosures in the annual accounts. The extent of testing will be based on the risk assessment. Our audit will seek to provide reasonable assurance that the annual accounts are free from material misstatement and comply with the Code of Practice on Local Authority Accounts in the United Kingdom 2016/17 (the Code).

Independent auditor’s report

18. Our opinion on whether the annual accounts give a true and fair view of the state of the affairs of the body as at 31 March 2017 and of the income and expenditure of the body for the period then ended will be set out in our independent auditor’s report which will be included within the annual accounts.

Materiality

19. Materiality is an expression of the relative significance of a matter in the context of the annual accounts as a whole. A matter is material if its omission or misstatement would reasonably influence the decisions of an addressee of the auditor’s report.

20. The assessment of what is material is a matter of professional judgement over both the amount and the nature of the misstatement. Our initial assessment of materiality for the annual accounts is £10m. Our assessment is set with reference to gross income and gross expenditure. We consider these to be the principal considerations for the users of the accounts. We will continue to review our assessment of materiality during the course of our audit.

21. We set a performance materiality for each area of work which is based on a risk assessment for the area. We will perform audit procedures on all transactions, or groups of transactions, and balances that exceed our performance materiality. This means that we perform a greater level of testing on the areas deemed to be of significant risk of material misstatement.

Area risk assessment	Weighting	Performance materiality
High	40%	£4m
Medium	50%	£5m
Low	70%	£7m

22. We will report the following misstatements identified through our audit:

- All material corrected misstatements;
- Uncorrected misstatements with a value in excess of £200,000; and
- Other misstatements below the £200,000 threshold that we believe warrant reporting on qualitative grounds.

Key audit risks in the annual accounts

23. Our initial assessment of the risk of material misstatement in the annual accounts is set out below, including how the scope of our audit responds to those risks. Any significant changes to our assessment during the audit will be reported in our annual audit report.

1. Annual accounts

The IJB was established as a body corporate by order of Scottish Ministers on 27 June 2015 under the Public Bodies (Joint Working) (Scotland) Act 2014. It is the responsibility of the Chief Financial Officer, as the appointed "proper officer", to prepare the annual accounts in accordance with relevant legislation and the Code. This means:

- maintaining proper accounting records
- preparing annual accounts which give a true and fair view of the state of affairs of the IJB as at 31 March 2017 and its expenditure and income for the period then ended.

The IJB's first set of annual accounts were prepared for the financial year 2015/16. However, the IJB did not assume formal responsibility for directing services until 1 April 2016. As a result, the 2016/17 financial statements are the first to reflect significant incoming and outgoing resources in respect of the IJB's responsibility for directing health and social care services in the region.

The IJB does not maintain its own ledger, instead relying on the financial records of the partner bodies to produce financial monitoring reports through the year and the annual accounts. Given the level of reliance placed by the IJB over the financial records held by the partner bodies it will be imperative that transactions and balances to be reported in the annual accounts are formally confirmed by all three parties on a timely basis.

The [Local Authority Accounts \(Scotland\) Regulations 2014](#) stipulate that unaudited accounts must be submitted to external audit no later than 30 June and be considered by the IJB (or a committee whose remit includes audit or governance functions) by 31 August. The regulations also require the IJB to aim to approve the audited accounts by 30 September. Scottish Government guidance indicates that the IJB is also expected to provide financial and non-financial information to the City of Edinburgh Council and NHS Lothian such that those bodies can also meet their statutory reporting obligations.

There is a risk that the IJB may not have the processes and procedures in place to produce a set of Code compliant annual accounts reflecting the significant incoming and outgoing resources involved in directing health and social care services in the region. The required deadlines may not be adhered to and the required financial and non-financial information may not be made formally agreed with the IJB's partners on a timely basis.



24. We will ensure that the IJB's annual accounts have been prepared in accordance with the Code. We will ensure that all required disclosures, including stated accounting policies, as disclosed within the 2016/17 annual accounts are transparent and are in accordance with the Code requirements.
25. We will confirm whether the required reporting deadlines have been adhered to and whether the required financial and non-financial information required preparing the annual accounts was formally agreed with the IJB's partners on a timely basis.

2. Revenue recognition

Under ISA 240 - *The auditor's responsibilities relating to fraud in an audit of financial statements*, there is a presumed risk of fraud in relation to revenue recognition. The presumption is that the IJB could adopt accounting policies or recognise income in such a way as to lead to a material misstatement in the reported financial position.



26. We will evaluate each type of revenue transaction and review the controls in place over revenue accounting. We will consider the IJB's key revenue transactions and streams and carry out testing to confirm that the IJB's revenue recognition policy is appropriate and has been applied consistently throughout the year.

3. Management override

In any organisation, there exists a risk that management have the ability to process transactions or make adjustments to the financial records outside the normal financial control processes. Such issues could lead to a material misstatement in the annual accounts. This is treated as a presumed risk area in accordance with ISA 240.



27. In response to this risk we will review the IJB's accounting records and obtain evidence to ensure that any significant transactions outside the normal course of business were valid and accounted for correctly.

5

Wider scope audit

Wider Scope Audit

Introduction

28. The Code frames a significant part of our wider scope responsibilities in terms of four audit dimensions. As part of our annual audit we will consider and report against these four dimensions: financial management; financial sustainability; governance and transparency; and value for money.

29. At the outset we will consider the IJB’s self-evaluation of arrangements as they relate to these four dimensions. At this early stage of the planning process we have identified one significant risk to the wider scope of our audit in relation to financial sustainability, as outlined below. We will provide an update to the Audit and Risk Committee if our assessment changes significantly during the audit process.

Financial management

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

IJB responsibilities	Our audit approach
<p>It is the IJB’s responsibility to ensure that its financial affairs are conducted in a proper manner. Management are responsible, with the oversight of those charged with governance, to communicate relevant information to users about the entity and its financial performance.</p> <p>The IJB is responsible for developing and implementing effective systems of internal control, including financial, operational and compliance controls. These systems should support the achievement of objectives and safeguard and secure value for money from public funds.</p> <p>It is the IJB’s responsibility to ensure the propriety and regularity of the finances of the IJB.</p>	<p>During our 2016/17 audit we will review, conclude and report on the following:</p> <ul style="list-style-type: none"> • Whether the IJB has arrangements in place to ensure systems of internal financial control are operating effectively; • Whether the IJB can demonstrate the effectiveness of its budgetary control system in communicating accurate and timely financial performance; • How the IJB has assured itself that its financial capacity and skills are appropriate; and • Whether the IJB has established appropriate and effective arrangements to ensure the propriety and regularity of the finances of the IJB. <p>Our work will include consideration of how risk management has been addressed within the IJB. We will also consider the IJB’s internal audit arrangements to determine their role in examining the control systems established by management</p>

Financial sustainability

31. Financial sustainability looks forward to the medium and longer term to consider whether the IJB is planning effectively to continue to fulfil its functions in an affordable and sustainable manner.

IJB responsibilities	Our audit approach
<p>The IJB is responsible for putting in place proper arrangements to ensure the financial position is soundly based having regard to:</p> <ul style="list-style-type: none"> • Financial monitoring and reporting arrangements. • Compliance with financial requirements and targets. • The use of balances and reserves. • Plans to deal with uncertainty in the medium and long term. • The impact of planned policies and foreseeable developments. 	<p>During our 2016/17 audit we will consider the IJB's financial standing. This will involve a review of the arrangements in place for short, medium and long term financial planning, budgetary control and financial reporting.</p> <p>It is important that such arrangements are adequate in order to properly control the IJB's directions and its use of resources</p>

Key audit risk

32. In addition to the risks of material misstatement identified in section 4 we also consider there to be a significant audit risk to the wider scope of our audit in relation to financial sustainability.

4. Financial sustainability

The IJB recognises that it faces a significant financial challenge to deliver better outcomes for its service users in a climate of increasing demographic pressures and limited resources. The IJB is preparing a budget for 2017/18 predicated on the budget proposals being prepared by the City of Edinburgh Council and NHS Lothian. The budget setting process relies on the frameworks in place at the partner bodies, which are not currently aligned, as a result there is a risk that the IJB may not be able to formally agree the 2017/18 budget before the beginning of the financial year. Additionally, the IJB has not yet developed a medium to long term financial strategy or plan that demonstrates the sustainability of the directed services outlined within the Strategic Plan.



33. During our audit we will consider whether the IJB has adequate arrangements in place that allow it to demonstrate the financial sustainability of the services it directs. Our conclusion will be based on a review of the IJB's strategic and financial planning arrangements, including the identification, monitoring and reporting of efficiency savings plans.

Governance and transparency

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

IJB responsibilities	Our audit approach
<p>The IJB, through its Chief Officer and Chief Finance Officer is responsible for establishing arrangements to ensure the proper conduct of its affairs including the legality of activities and transactions, and for monitoring the adequacy and effectiveness of these arrangements. The IJB should involve those charged with governance in monitoring these arrangements.</p> <p>The IJB is also responsible for establishing effective and appropriate internal audit and risk management functions.</p>	<p>We will review the effectiveness of the IJB's governance framework and the extent to which the IJB and committee roles, membership and terms of reference comply with current guidance.</p> <p>We will consider whether the information provided to the IJB and committees is sufficient for members to assess the impact of decisions on resources and performance.</p> <p>Our work will include consideration of how risk management has been addressed within the IJB. We will also consider the IJB's internal audit arrangements to determine their role in examining the control systems established by management.</p>

Value for money

35. Value for money is concerned with the appropriate use of resources and ensuring continual improvement of services delivered.

IJB responsibilities	Our audit approach
<p>The IJB has a responsibility to ensure that arrangements have been made to secure best value. Audited bodies are responsible for ensuring that these matters are given due priority and resources, and that proper procedures are established and operate satisfactorily.</p>	<p>During our 2016/17 audit we will work with the IJB to identify and review evidence which demonstrates the achievement of value for money in the use of its resources.</p> <p>We will consider how the IJB plans to monitor the impact it has on outcomes and whether it can demonstrate that there is sufficient focus on improvement.</p>

6

Audit outputs, timetable and fees

Audit outputs, timetable and fees

Audit output	Description	Target date
External audit plan	This report sets out the scope of our audit for 2016/17.	6 March 2017
Interim management report	If required, this report will summarise any significant findings from our interim work on accounting systems and corporate governance.	2 June 2017
Independent auditor's report	This report will contain our opinion on the truth and fairness of the annual accounts.	By 30 September 2016
Annual audit report	We will issue an annual report setting out the nature and extent of our audit work for the year and summarising our opinions, conclusions and the significant issues arising from the work.	By 30 September 2016

Audit outputs

- 36.** Prior to submitting our outputs, we will discuss all issues with management to confirm factual accuracy and agree a draft action plan where appropriate. We will endeavour to supply a draft report within three weeks of completion of the fieldwork. We will require formal management responses within two weeks of receipt of the draft report. On occasion these timescales may need to be shortened, e.g. to meet the IJB reporting deadlines.
- 37.** The action plans within the reports will include prioritised recommendations, responsible officers and implementation dates.

Audit fee

Composition of the proposed audit fee	
Auditor remuneration – Scott-Moncrieff	£18,000
Pooled costs – Audit Scotland (AS)	£1,040
Performance audit and Best Value - AS	£3,790
Audit support costs - AS	£710
Total expected fee	£23,540

- 38.** Audit Scotland typically sets an expected audit fee for each external audit appointment. However, as this is the first year that the IJB has formally taken on full responsibility for directing health and social care services no expected fee has been specified.
- 39.** Fees must be agreed between the auditor and each audited body. The fee must reflect the full wider scope audit required for IJB, requiring the auditor to assess arrangements for financial management, financial sustainability, governance and transparency and value for money.
- 40.** The typical audit fee for a live IJB in 2015/16 was £17,000. In the absence of an expected fee set by Audit Scotland we propose an audit fee of £23,540 for 2016/17, reflecting the relative scale of the Edinburgh IJB and the significant audit work required to conduct a full wider scope audit under the new Code of Audit Practice. The audit fee covers:
- the 2016/17 audit work and outputs described in this plan;
 - attendance at the Audit and Risk Committee;
 - access to advice and information on relevant audit issues; and

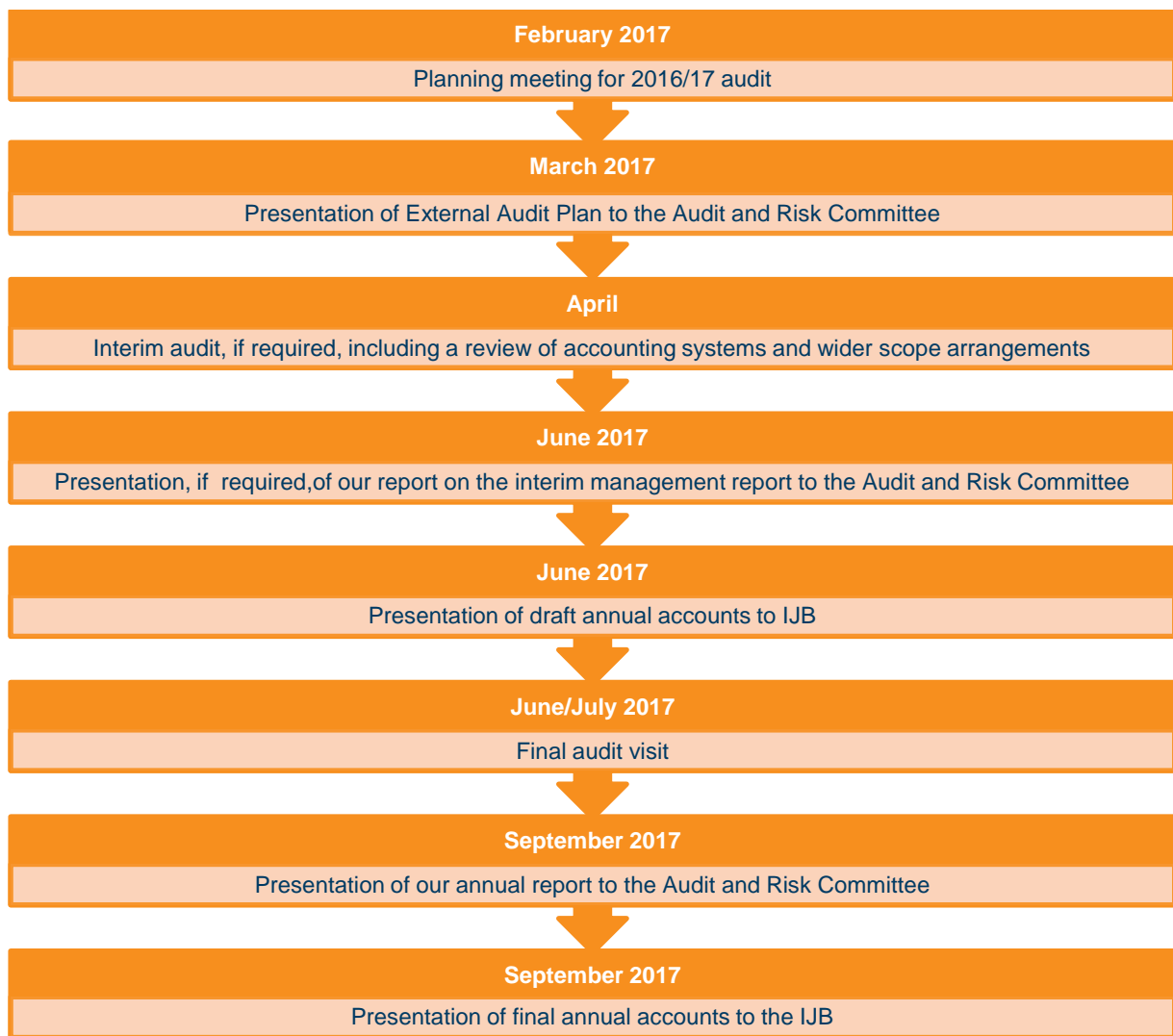
- contributions towards Audit Scotland's costs which cover national performance audit reports, overview reports, best value development, coordination of the NFI and other support costs.

41. We assume receipt of the draft working papers at the outset of our on-site final audit visit. If the draft accounts and papers are late, or agreed management assurances are unavailable, we reserve the right to charge an additional fee for additional audit work.

42. An additional fee will be required in relation to any other significant exercises not within our planned audit activity.

Audit timetable

43. The dates for our interim and final audits have been discussed with the Chief Finance Officer. A summary timetable, including audit outputs, is set out below:



7

Appendices

Appendix 1: Your audit team

Scott-Moncrieff is one of the largest independent accountancy firms in Scotland. We have 20 partners and 200 staff operating from Edinburgh, Glasgow and Inverness. We are also part of the global Moore Stephens network.

Edinburgh	Glasgow	Inverness
Exchange Place 3 Semple Street Edinburgh EH3 8BL (0131) 473 3500	25 Bothwell Street Glasgow G2 6NL (0141) 567 4500	10 Ardross Street Inverness IV3 5NS (01463) 701 940

Extensive public sector audit experience

We provide a comprehensive range of services to clients across the public sector, including NHS bodies, local authorities, central government bodies and FE Colleges. We also provide services to charities, schools, as well as private and public limited companies.

We have been external auditors within the public sector for at least fifty years, initially in local government. We became involved in NHS audits when Trusts were first established in 1993. Since then, our appointments have covered both external and internal audit across the public sector.

Your audit team



Nick Bennett, Audit Partner
nick.bennett@scott-moncrieff.com

Nick has been involved in UK public sector auditing for 26 years. In the last 5 years he has been engagement partner for appointments in local government, the NHS, devolved and non-devolved central government and the European Union.

Nick has worked extensively with the Audit Scotland senior team to ensure good communication in

relation to issues arising on the firm's audit appointments. He is a former Chair of CIPFA/LASAAC, and a current Committee member. He is a member of the ICAS Public Sector Committee and the Moore Stephens UK Public Sector Steering Committee and he also leads the Moore Stephens external audit services to the European Court of Auditors.

Michael Lavender, Audit Manager
michael.lavender@scott-moncrieff.com



Michael joined Scott-Moncrieff as a CIPFA Graduate Trainee and qualified in 2011. Michael has been part of the external audit team of our local government and health bodies since he started with the firm. Michael is heavily involved in the external audit of the City of Edinburgh Council and NHS Lothian. He also manages the audit of a number of our other public sector clients.

Confirmation of independence

ISA 260 requires us to communicate on a timely basis all facts and matters that may have a bearing on our independence. We confirm that we will comply with APB Ethical Standard 1 – Integrity, Objectivity and Independence. In our professional judgement, the audit process is independent and our objectivity has not been compromised in any way. In particular there are and have been no relationships between Scott-Moncrieff and the IJB, its elected members and senior management that may reasonably be thought to bear on our objectivity and independence. Scott-Moncrieff has not provided any consultancy or non-audit services to the IJB.

Appendix 2: Statement of understanding

Introduction

The purpose of this statement of understanding is to clarify the terms of our appointment and the key responsibilities of the IJB and Scott-Moncrieff.

Internal audit

It is the responsibility of the IJB to establish adequate internal audit arrangements. The audit fee is agreed on the basis that a satisfactory internal audit function exists on which we will be able to place reliance.

We will liaise with internal audit to ensure an efficient audit process. However, an additional fee may be charged if reliance cannot be placed on the work of internal audit due to deficiencies in the scope or quality of internal audit work.

Annual accounts

It is assumed that the annual accounts will be submitted for audit by 30 June in accordance with the statutory timetable and that appropriate working papers will be available to support the information contained within the annual accounts. It is also assumed that the relevant IJB staff will have adequate time available to deal with audit queries and will be available up to the expected time of completion of the audit (i.e. 30 September). We will issue a financial statements strategy which sets out roles, responsibilities and expectations in terms of audit deliverables. This document helps to ensure we can work together effectively to deliver an efficient and effective audit.

Scope of audit

As auditors we will take reasonable steps to plan and carry out the audit so as to meet the objectives and comply with the requirements of the Code of Audit Practice. Audit work will be planned and performed on the basis of our assessment of audit risks, so as to obtain such information and explanations as are considered necessary to provide sufficient evidence to meet the requirements of the Code of Audit Practice.

As auditors we do not act as a substitute for the IJB's responsibility to establish proper arrangements to ensure that public business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for and used economically, efficiently and effectively.

As part of our normal audit procedures, we will ask you to provide written confirmation of certain oral representations which we have received from the IJB during the course of the audit on matters having a material effect on the annual accounts. This will take place by means of a letter of representation, which will require to be signed by the s95 officer.

Fraud and irregularity

In order to discharge our responsibilities regarding fraud and irregularity we require any fraud or irregularity issues to be reported to us as they arise. We also require a historic record of instances of fraud or irregularity to be maintained and a summary to be made available to us after each year end.

Ethics

We are bound by the ethical guidelines of our professional body, the Institute of Chartered Accountants of Scotland.

Fees

We base our agreed fee upon the assumption that all of the required information for the audit is available within the agreed timetable. If the information is not available within the timetable we reserve the right to charge a fee for the additional time spent by our staff. The fee will depend upon the level of skill and responsibility of the staff involved. The indicative financial statements strategy referred to above is a key means for us to clarify our expectations in terms of quality, quantity and extent of working papers and supporting documentation.

Service

If at any time you would like to discuss with us how our service to you could be improved or if you are dissatisfied with the service you are receiving please let us know by contacting Gary Devlin. If you are not satisfied, you should contact our Ethics Partner, Bernadette Higgins. In the event of your not being satisfied by our response, you may also wish to bring the matter to the attention of the Institute of Chartered Accountants of Scotland.

We undertake to look at any complaint carefully and promptly and to do all we can to explain the position to you.

Reports

During the course of the audit we will produce reports detailing the results and conclusions from our work. We will endeavour to supply a draft report within three weeks of the completion of the fieldwork of each element of work.

As stated within the Code of Audit Practice, management should prepare an action plan summarising their response to the recommendations in the reports. The action plan should include target dates for implementation and details of the responsible officer. Management responses should be prepared and provided to us within two weeks of the receipt of the draft report.

These timescales may need to be truncated, e.g. to meet September 2016 reporting deadlines.

Agreement of terms

We shall be grateful if the IJB would consider and note this Statement of Understanding. If the contents are not in accordance with your understanding of our terms of appointment, please let us know.



Scott-Moncrieff
business advisers and accountants