

SCOTTISH LAND COMMISSION  
COIMISEAN FEARAINN NA H-ALBA

**Scottish Land Commission**  
**External audit 2026 planning report to the Audit and Risk Committee**

12 February 2026

(issued on 5 February 2026)

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# Executive summary

We have the pleasure of presenting our planning report to the Audit and Risk Committee for the year ending 31 March 2026 audit. The Engagement Leader for this audit is Stuart Kenny.

Our risk assessment is an ongoing process, and we will continue to consider the impact of developments as they occur and how these impact our plan. We would like to draw your attention to the key messages below:

## Audit risks

We have formed an initial view as to the significant audit risks that SLC faces. These are presented as a summary dashboard on page [6](#).



## Materiality

2026: £54,000  
2025: £49,000



## Scope

The scope of our audit plan is in line with the prior year and is detailed on page [5](#).



## Audit quality

Audit quality is our number one priority. We plan our audit to focus on audit quality and we are proud of the continuing strength the results of our FRC inspections have shown as detailed on page [20 to 21](#).



## External environment changes that have impacted our audit plan

- Our audit planning procedures include obtaining an understanding of Scottish Land Commission (SLC) processes, discussions with key personnel and understanding key controls.
- We will continue to review the impact of evolving regulatory requirements and their impact on the financial statements in our audit approach as the audit progresses.

## Wider Scope and Best Value requirements

- The wider scope audit specified by the Code of Audit Practice broadens the audit of the accounts to include consideration of additional aspects or risks.
- We have considered the arrangements in place for the wider scope areas and concluded that it is appropriate to apply the “less complex bodies” exemption to SLC, see page [10](#). As part of this work, we will consider the arrangements in place to secure Best Value (BV).



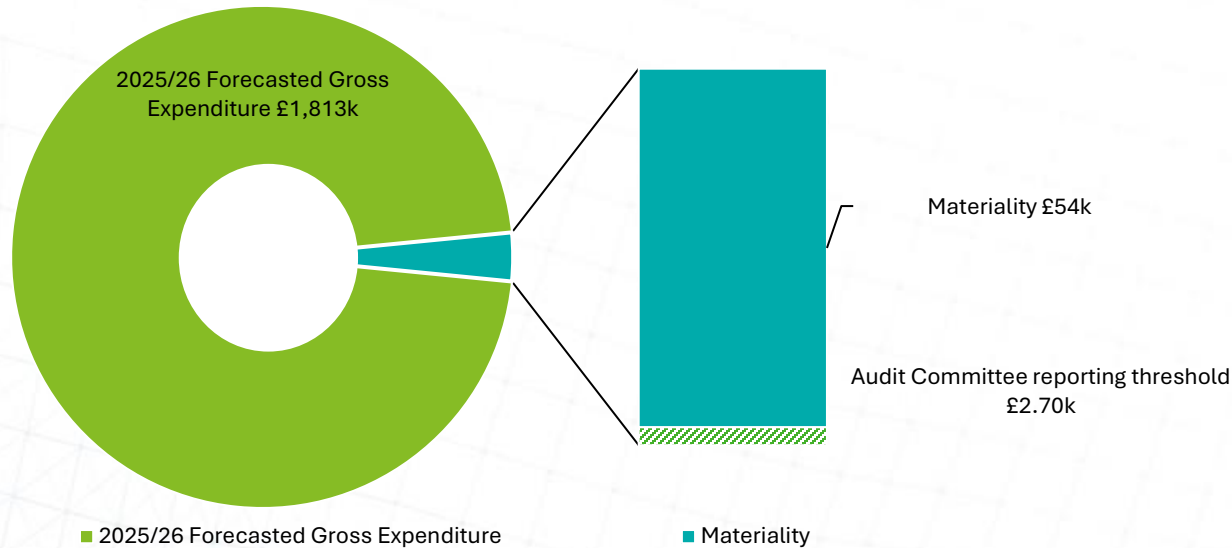
# 1. External audit plan 2026

## 1.1. Materiality



Our planned audit materiality is £54,000 (2025: £49,000), based on professional judgement, the requirements of auditing standards and the financial measures most relevant to users of the Annual Report and Accounts.

We have used 3% of forecast gross expenditure, which is consistent with the prior year. We will report to you any changes from our planned materiality levels on receipt of the draft Annual Report and Accounts for 2025/26.



**Threshold for reporting misstatements:**  
We will report to you all misstatements identified above £2,700 (FY25: £2,450), or those below that threshold if we consider them qualitatively material.

**Performance Materiality (PM)**

**70% of Materiality**

This is set as a percentage of materiality to reduce the probability that, in aggregate, uncorrected and undetected misstatements exceed materiality. Our performance materiality has been set at £37,000 (2024/25: £36,000). We have set our performance materiality at 70% (2024/25: 75%) of materiality. This reduction is due to the change in control environment as a result of the finance system change in year. Performance materiality determines the sample sizes selected in our substantive testing.

# 1. External audit plan 2026 (continued)

## 1.2. Scope of work and approach

### Opinion on Financial statements

We will conduct our audit in accordance with International Standards on Auditing (UK) (“ISA (UK)”) and the Code of Audit Practice issued by Audit Scotland. SLC will prepare its accounts in accordance with applicable law and UK adopted International Financial Reporting Standards, as interpreted and adapted by the 2025/26 Government Financial Reporting Manual (FReM) and the Public Finance and Accountability (Scotland) Act 2000, and directions made thereunder by the Scottish Ministers.

### Reporting on other requirements

Our responsibilities also include:

- an opinion on the regularity of expenditure and income;
- an opinion on the audited parts of the Remuneration and Staff Report;
- under the Code of Audit Practice to read the information included in the Performance Report and the Governance Statement, and opine whether they are consistent with the financial statements; and
- in accordance with ISAs (UK) to read the other information accompanying the financial statements and report by exception any material misstatements we identify.

Our reporting will be addressed to SLC, the Auditor General for Scotland, and the Scottish Parliament.

### Wider scope requirements, including considering and reporting on Best Value arrangements

Reflecting the fact that public money is involved, public audit is planned and undertaken from a wider perspective than in the private sector. The wider scope audit specified by the Code of Audit Practice broadens the audit of the accounts to include consideration of additional aspects or risks in respect of:

- financial management;
- financial sustainability;
- vision, leadership and governance; and
- use of resources to improve outcomes.

As part of this wider scope audit work, we also are required to consider whether there are appropriate organisation arrangements in place to secure Best Value in public services. Our approach to our wider scope audit work is detailed on page [10](#).

### Other reporting requirements

**Anti-money laundering** - We are required to ensure that arrangements are in place to be informed of any suspected instances of money laundering at audited bodies.

**Fraud returns** - We are required to prepare and submit fraud returns to Audit Scotland for all frauds at audited bodies:










- involving the misappropriation or theft of assets or cash which are facilitated by weaknesses in internal control; or
- over £5,000.








# 1. External audit plan 2026 (continued)

## 1.3. Significant risks



The significant risks for the current year audit are summarised below, with details of our planned audit response on pages [7](#) to [8](#). Risk assessment is a continuous process throughout the audit, and we will inform you of any changes to our assessment of significant risks.

 <b>Significant risks to our audit</b>	Significant risks are those associated with the most significant and judgemental areas of our audit and which have the greatest potential to cause a material misstatement to the financial statements.			
Risk description	Fraud risk	Planned controls and audit approach	Level of judgement or estimation	Management paper expected
Management override of controls				
Operating within expenditure resource limits				

 <b>Key</b>	 Assess design & implementation of relevant controls	 Test and rely on operating effectiveness sample testing of relevant controls	 Involvement of Deloitte specialists	 Significant judgement
				 High degree of judgement
				 Low degree of judgement

# 1. External audit plan 2026 (continued)

## 1.3. Significant risks



### Management override of controls

In accordance with ISA (UK) 240 management override is a significant risk. This risk area includes the potential for management to use their judgement to influence the Annual Report and Accounts as well as the potential to override controls for specific transactions.

The key judgement in the Annual Report and Accounts is that which we have selected to be the significant audit risk – operating within the expenditure resource limits. This is inherently the area in which management has the potential to use their judgement to influence the Annual Report and Accounts.



### Deloitte planned response

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

- We will consider the overall control environment and ‘tone at the top’;
- We will test the design and implementation of controls relating to journals and accounting estimates;
- We will make inquiries of individuals involved in the financial reporting process about inappropriate or unusual activity relating to the processing of journal entries and other adjustments;
- We will test the appropriateness of journals and adjustments made in the preparation of the Annual Report and Accounts. We will use Spotlight data analytics tools to select journals for testing, based upon identification of items of potential audit interest;
- We will review accounting estimates for biases that could result in material misstatements due to fraud and perform testing on key accounting estimates as discussed above; and
- We will obtain an understanding of the business rationale of significant transactions that we become aware of that are outside of the normal course of business for SLC, or that otherwise appear to be unusual, given our understanding of SLC and its environment.

# 1. External audit plan 2026 (continued)

## 1.3. Significant risks



### **Operating within the expenditure resource limits**

Under auditing standards, there is a presumed risk of fraud in revenue recognition. However, in accordance with Practice Note 10 (Audit of financial statements and regularity of public sector bodies in the United Kingdom), auditors of public sector bodies should also consider the risk of fraud in expenditure recognition. In our preliminary risk assessment, we have rebutted the risk of fraud in revenue recognition, which is consistent with our approach in the prior year.

Instead, we believe that the risk of fraud should be focussed on expenditure recognition, and specifically on how management operate within the expenditure resource limits set by the Scottish Government. The risk is that SLC could materially misstate expenditure in relation to year end transactions, in an attempt to align with its tolerance target or achieve a breakeven position.

The significant risk is therefore pinpointed to the validity and completeness of accruals and prepayments made by management at the year end and invoices processed around the year end as this is the area where there is scope to manipulate the final results. Given the financial pressures across the whole of the public sector, there is an inherent fraud risk associated with the recording of accruals around year end.



### **Deloitte planned response**

We will perform the following procedures:

- Evaluating the design and implementation of controls around the year end accruals process;
- Obtain independent confirmation of the resource limits allocated to SLC by the Scottish Government;
- Testing of a sample of accruals to supporting documentation to check whether they are valid liabilities, that the amount accrued is appropriately supported, and that the liability had been incurred as at 31 March 2026;
- Perform a comparison of significant accruals between accounting periods to identify any unexpected fluctuations;
- Testing of a sample of prepayments to supporting documentation to check whether they are valid assets, that the amount prepaid is appropriately supported, and that the benefit relates to a period subsequent to 31 March 2026; and
- Testing of a sample of pre and post year end invoices and bank transactions to identify any unrecorded liabilities.

# 1. External audit plan 2026 (continued)

## 1.4. Other Areas of Audit Focus



While we do not consider this to be a significant risk, we have identified the following as an areas of audit focus that we wish to draw to the attention of the Committee:

### **Change in Financial System**

In April 2025, SLC changed financial systems from Sage to Xero. This has created a risk over the completeness of the data that was migrated from Sage to Xero. As a result, audit procedures will be required to be performed to ensure that the data was transferred successfully and that there is no increased risk of material misstatement as a result of the system change.



### **Deloitte planned response**

The procedures the audit team will undertake are as follows:

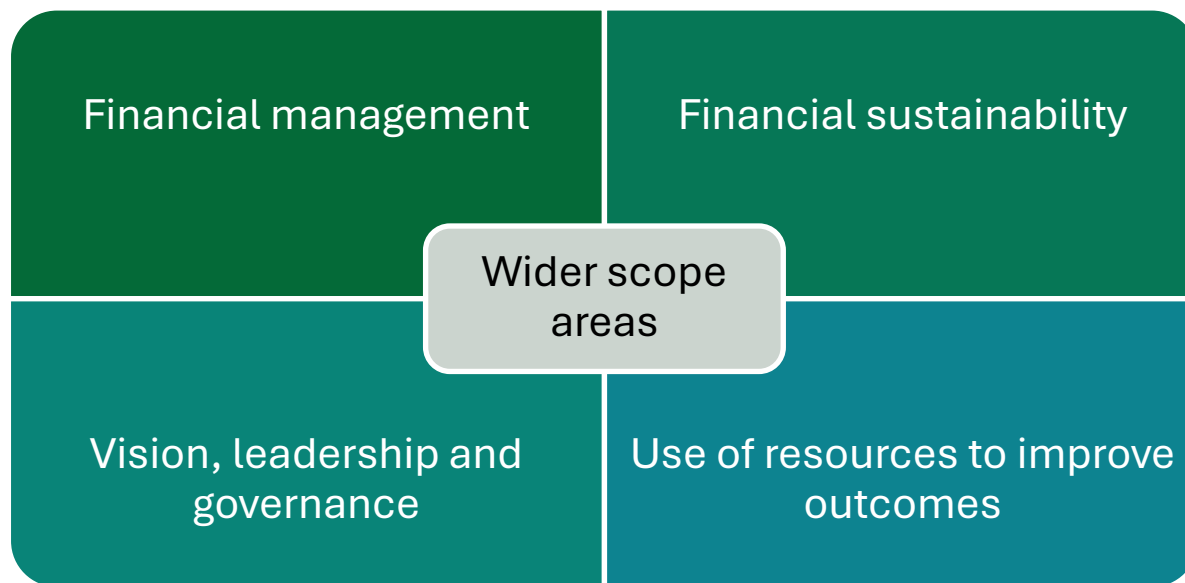
- We will perform additional procedures on the reconciliation of the data transferred, to ensure the transfer of data from Sage to Xero is accurate and complete; and
- We will engage our IT specialists to perform procedures over the processes and controls in place during the system migration.

# 1. External audit plan 2026 (continued)

## 1.5. Wider Scope requirements

### Overview

Reflecting the fact that public money is involved, public audit is planned and undertaken from a wider perspective than in the private sector. The wider-scope audit specified by the Code of Audit Practice, broadens the audit of the accounts to include consideration of additional aspects or risks in the following areas:



The Scottish Public Finance Manual (SPFM) explains that Accountable Officers have a specific responsibility to ensure that arrangements have been made to secure Best Value. Ministerial guidance to Accountable Officers for public bodies sets out their duty to ensure that arrangements are in place to secure Best Value in public services. As part of our wider scope audit work, we will consider whether there are organisational arrangements in place in this regard.

As part of our risk assessment, we have considered the arrangements in place for the wider-scope areas and have not identified any significant risks in wider scope. We have concluded that SLC are assessed as “less complex” and are therefore performing a reduced scope of work in reflection of this and we will consider the arrangements in place at SLC in regard to financial sustainability.

# 1. External audit plan 2026 (continued)

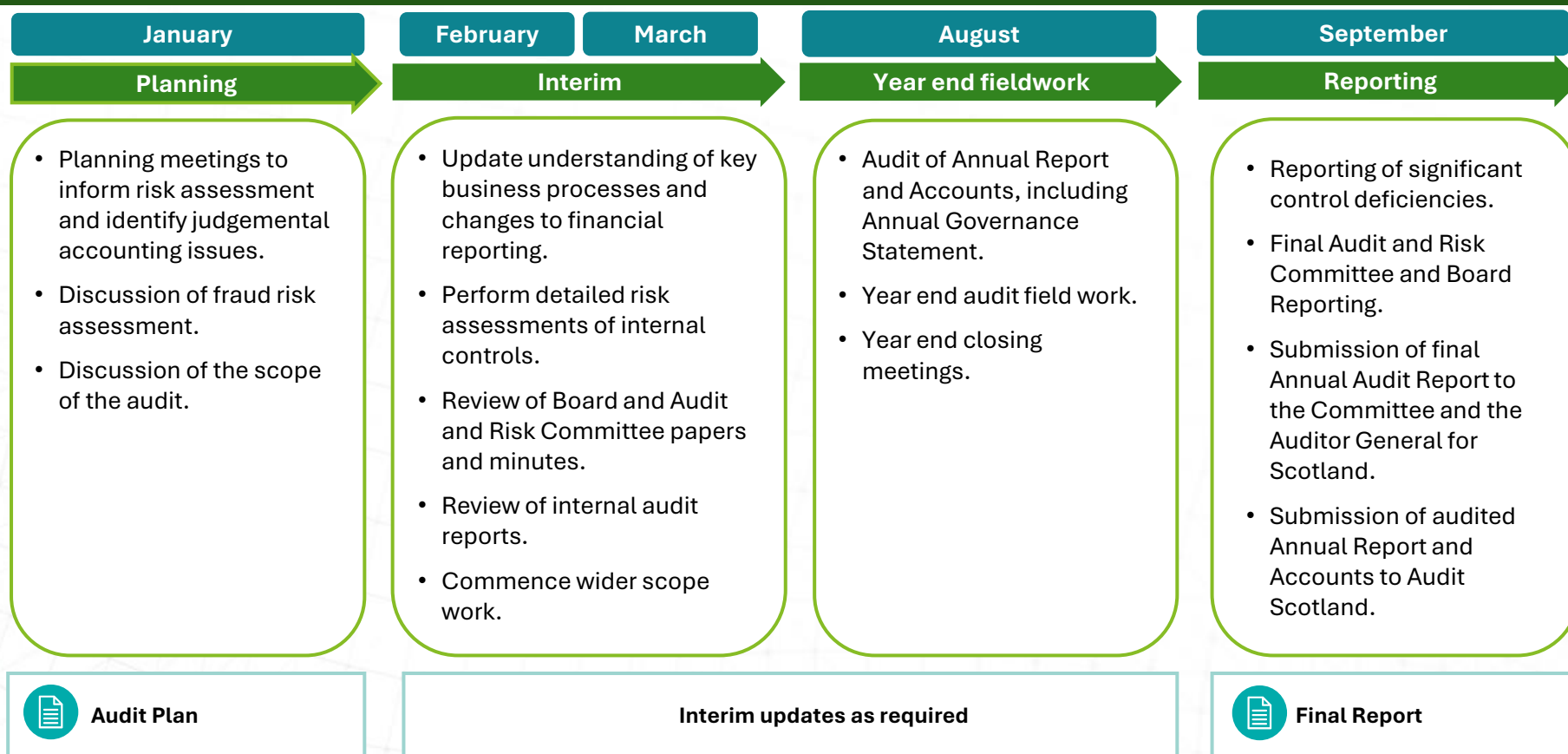
## 1.6. Audit timelines and Audit and Risk Committee communication plan



The timeline and our planned reporting to you is summarised below.

We plan to perform the audit work in four phases. The four phases provide us the ability to communicate findings early and regularly throughout the audit process.

### Audit timeline and our Audit & Risk Committee reporting



## 2. Responsibility statement



### What we report

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

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

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



### Our respective responsibilities

We are responsible for forming and expressing an opinion on financial statements prepared by management with oversight of those charged with governance, as detailed in our engagement letter. An audit does not relieve management or those charged with governance of their responsibilities. Auditing standards require us to only accept an audit engagement when the preconditions for an audit are present, including obtaining the agreement of management and those charged with governance that they acknowledge and understand their responsibilities for, amongst other things, internal control as is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We expect management and those charged with governance to recognise the importance of a strong control environment and take proactive steps to deal with deficiencies identified on a timely basis.



### What we don't report

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

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

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



### Use of this report

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

*Deloitte LLP*

**Deloitte LLP**

Newcastle Upon Tyne | 5 February 2026

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

# Appendices

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# Appendix 1

## Prior year misstatements

The following uncorrected misstatements were identified in relation to the prior year's audit:

	Ref	Account Balance	Debit / (Credit) impact in £			
			Income Statement	Net assets	Prior Year Reserves	OCI/Equity
<b>Misstatements identified in prior year</b>			£000	£000	£000	£000
		Prepayments	-	6	-	-
Prepaid expenses recorded in incorrect period [1]		Travel and Subsistence Expenses	(6)	-	-	-
<b>Total</b>			<b>(6)</b>	<b>6</b>	<b>-</b>	<b>-</b>

1. In 2024/25, £6,104.70 relating to Commissioner and staff member hotel accommodation for the Royal Highland Show was incorrectly omitted from the prepayment schedule. The expense was paid for by the Commission prior to year end, while the services related to post year end.

### Disclosure misstatements

No uncorrected disclosure misstatement noted as part of 2024/25.

# Appendix 2

## Independence and fees



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

Independence matter	Description														
<b>Independence confirmation</b>	We confirm the audit engagement team, and others in the firm as appropriate, Deloitte LLP and, where applicable, all Deloitte network firms are independent of SLC and will reconfirm our independence and objectivity to the Audit and Risk Committee for the year ending 31 March 2026 in our final report to the Audit and Risk Committee.														
<b>Fees</b>	<p>The expected fee for 2025/26, as communicated by Audit Scotland in January 2026 is analysed below:</p> <table><thead><tr><th></th><th>£</th></tr></thead><tbody><tr><td>Auditor remuneration</td><td>39,850</td></tr><tr><td>Audit Scotland fixed charges:</td><td></td></tr><tr><td>• Pooled costs</td><td>(130)</td></tr><tr><td>• Audit support costs</td><td>-</td></tr><tr><td>• Sectoral cap adjustment</td><td>(1,600)</td></tr><tr><td><b>Total expected fee</b></td><td><b>38,120*</b></td></tr></tbody></table> <p>There are no non-audit fees.</p> <p>*The base fee above does not take into consideration any additional work that the audit team will be required to perform as a result of the change in finance system in year. We expect that as a result of the additional work required, there will be a need to agree a fee variation in year. We will agree any fee variations as a result of this work with management, before reporting this back to the Committee.</p>		£	Auditor remuneration	39,850	Audit Scotland fixed charges:		• Pooled costs	(130)	• Audit support costs	-	• Sectoral cap adjustment	(1,600)	<b>Total expected fee</b>	<b>38,120*</b>
	£														
Auditor remuneration	39,850														
Audit Scotland fixed charges:															
• Pooled costs	(130)														
• Audit support costs	-														
• Sectoral cap adjustment	(1,600)														
<b>Total expected fee</b>	<b>38,120*</b>														
<b>Non-audit services</b>	We continue to review our independence and ensure that appropriate safeguards are in place including, but not limited to, the rotation of senior partners and professional staff and the involvement of additional partners and professional staff to carry out reviews of the work performed and to otherwise advise, as necessary.														
<b>Relationships</b>	We have no other relationships with SLC, its directors, senior managers and affiliates, and have not supplied any services to other known connected parties.														

# Appendix 3

## Our other responsibilities explained - fraud



### Your Responsibilities:

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



### Our responsibilities:

- We are required to obtain representations from your management regarding internal controls, assessment of risk and any known or suspected fraud or misstatement.
- As auditors, we obtain reasonable, but not absolute, assurance that the financial statements as a whole are free from material misstatement, whether caused by fraud or error.
- As set out in the significant risks section of this document, we have identified risks of material misstatement due to fraud in operating within expenditure resource limits and management override of controls.
- We will explain in our audit report how we considered the audit capable of detecting irregularities, including fraud. In doing so, we will describe the procedures we performed in understanding the legal and regulatory framework and assessing compliance with relevant laws and regulations.
- We will communicate to you any other matters related to fraud that are, in our judgement, relevant to your responsibilities. In doing so, we shall consider the matters, if any, regarding management's process for identifying and responding to the risks of fraud and our assessment of the risks of material misstatement due to fraud.



### Fraud Characteristics:

Misstatements in the financial statements can arise from either fraud or error. The distinguishing factor between fraud and error is whether the underlying action that results in the misstatement of the financial statements is intentional or unintentional.

Two types of intentional misstatements are relevant to us as auditors – misstatements resulting from fraudulent financial reporting and misstatements resulting from misappropriation of assets.

# Appendix 3 (continued)

## Our other responsibilities explained – fraud (continued)

We will make the following inquiries, including of staff outside the finance function, regarding fraud and non-compliance with laws and regulations:



### Management and other personnel

- Whether management has performed an assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent and frequency of such assessments.
- Whether management has a process for identifying and responding to risks of fraud, including those specific to the sector.
- Whether management have communicated to those charged with governance regarding its processes for identifying and responding to the risks of fraud.
- Whether management have communicated to employees regarding its views on business practices and ethical behaviour.
- Whether management has knowledge of any actual, suspected or alleged fraud affecting the entity.
- Whether there have been any allegations of fraud raised by employees or other parties.



### Those charged with governance

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



### Internal audit

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

# Appendix 3 (continued)

We will report on information in your annual report

Your annual report contains detailed financial and non-financial information including discussion of SLC's strategy, business model, risks and prospects. This provides stakeholders with a holistic view of the performance and provides context for SLC's financial results and position as set out in the financial statements. We set out on this page the work we will perform in respect of this information and the matters we will report.



## The performance report and accountability report

Our work includes:

- reading these reports and assessing whether they comply with the applicable requirements of the Government Financial Reporting Manual ("FRM");
- considering whether the information presented is consistent with the financial statements, including cross-checking figures to the audited financial statements; and
- assessing whether, in light of our knowledge and understanding obtained during the audit, these reports contain any material misstatements.

In our audit report we will give positive statements regarding the preparation of the reports in accordance with legal and regulatory requirements and consistency with the financial statements.

If we find material misstatements, we will require that these be corrected, otherwise we will have to report these.



## Annual Governance Statement

We read the Annual Governance Statement and assess whether it meets the disclosure requirements, and whether it is misleading or inconsistent with information of which we are aware from our audit. In our audit report, we report any exceptions identified in respect of these responsibilities.



## Remuneration report and staff report

We will audit the parts of the remuneration report and staff report subject to audit, and state in our audit report whether they have been properly prepared in accordance with the requirements of the Public Finance and Accountability Scotland Act 2000.



## Examples of matters that would cause us to report

- The Annual Governance Statement doesn't disclose significant control weaknesses identified in internal audit reviews.
- Risks to financial sustainability are not adequately disclosed in the Annual Report.
- Significant weaknesses in wider scope arrangements are not appropriately disclosed in the Annual Governance Statement.

# Appendix 4

## Audit quality and our system of quality management

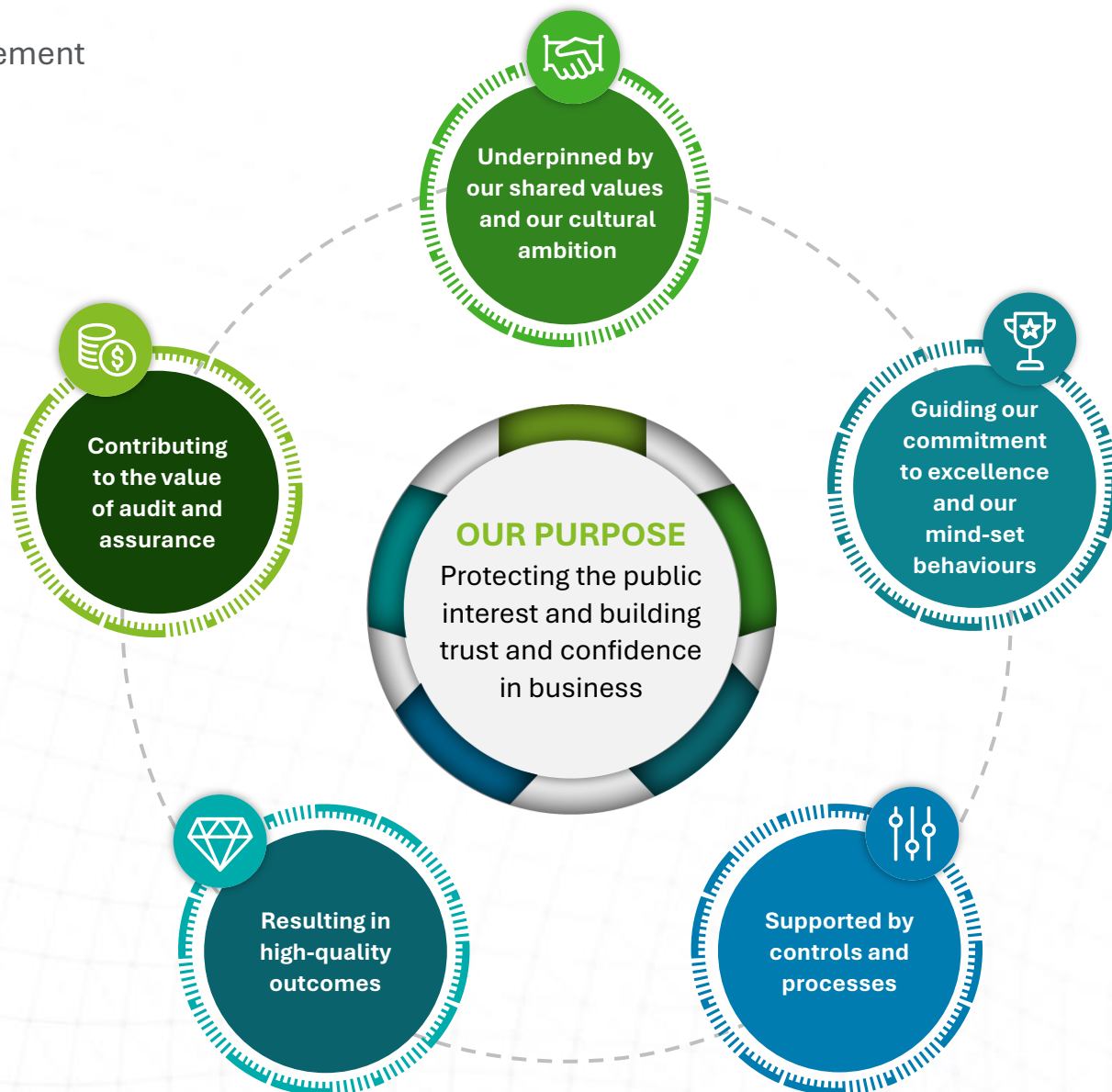
Audit quality is at the heart of everything we do, and our system of quality management (SoQM) supports our execution of quality audits.

ISQM (UK) 1 sets out a firm's responsibilities to design, implement and operate a system of quality management for audits, reviews of financial statements, and other assurance or related services engagements.

The effective ongoing operation of ISQM (UK) 1 has been and remains a key element of Deloitte's global audit and assurance quality strategy and of the UK firm.

Deloitte UK performed its annual evaluation of its system of quality management as at 31 May 2025. This evaluation was conducted in accordance with ISQM (UK) 1 and we concluded our SoQM provides the firm with reasonable assurance that the objectives of the SoQM are being achieved as at 31 May 2025.

For further details surrounding the conclusion on the operating effectiveness of the firm's SoQM, including results of the monitoring activities performed, please refer to the disclosures within Appendix 5 of our publicly available [Transparency Report](#).



# Appendix 4 (continued)

## FRC 2024/25 Audit Quality Inspection and Supervision report

We are proud of the continuing strength the results of our FRC inspections show.

In July 2025, the Financial Reporting Council (“FRC”) issued individual reports on each of the six largest firms, including Deloitte, on Audit Quality Inspection and Supervision, providing a summary of the findings of its Audit Quality Review (“AQR”) team for the 2024/25 cycle of reviews. We value the observations raised by both the FRC Supervision teams and the ICAEW Quality Assurance Department (“QAD”), both in identifying areas for improvement and also the ongoing focus on sharing good practice.

Results of our FRC inspections show that 95% (2023/24: 94%) of our public interest audits were rated as ‘good or limited improvements’ and that 90% (2024: 100%) of our audits reviewed by the ICAEW’s QAD were assessed as good or generally acceptable.

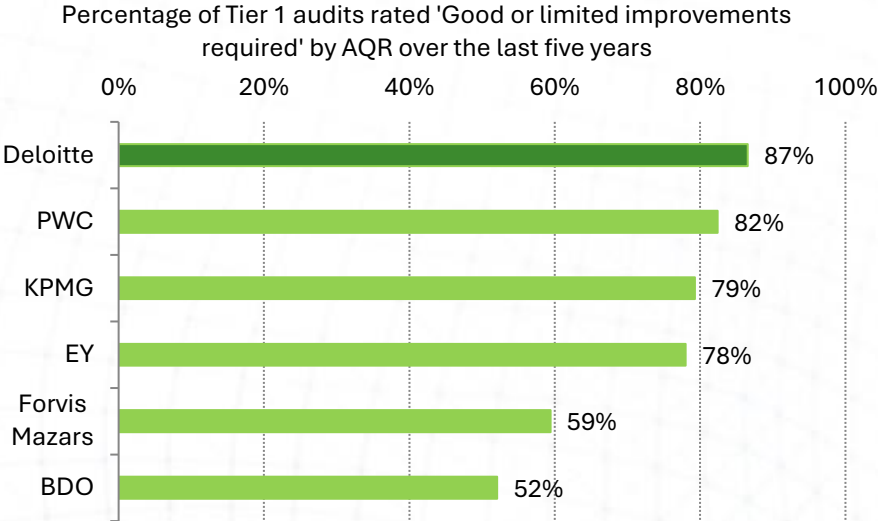
Over the last five years, our AQR results have consistently improved. This reflects our commitment to excellence, our mindset, behaviours, controls and processes. These are all critical to our achieving high-quality outcomes in the public interest

Consistent with our culture of continuous improvement, we are not complacent and recognise there is always more we can do. We put a significant level of investment, resource and effort into taking real-time actions throughout the year to address findings and to enhance our system of quality management (SQM).

Overall, we have seen a reduction in the number of findings arising from regulatory inspections as well as a reduction in the number of findings where the root cause was direction, supervision or review. We are pleased to see the positive impact of actions taken over the last 12 months to address certain findings raised by the FRC and their associated root causes.

We welcome the breadth and depth of good practice points raised by the FRC and ICAEW, particularly in respect of accounting estimates and judgements, which includes robust procedures performed over impairment and asset valuations, revenue and effective group oversight. These have all been areas where we have taken specific actions to support the high-quality execution of audit work.

All the AQR public reports are available on the [FRC's website](#).



# Appendix 4 (continued)

## FRC 2024/25 Audit Quality Inspection and Supervision report: overall comments

The boxes below detail the FRC's overall comments and Deloitte responses as published in the overview page of the 24/25 public report.



### The AQR's 2024/25 Audit Quality Inspection and Supervision Report on Deloitte LLP:

"Deloitte has continued to maintain audit quality at the centre of its business, which has enabled it to improve further on last year's results."

"The percentage of audits inspected by the FRC requiring no more than limited improvements was 95%. This continues the pattern of improvement seen in the firm's results over recent years. The equivalent results for FTSE 350 audits inspected was 91%. The findings that contributed most to this year's inspection results related to the quality and consistency of the audit of valuation and impairment assessments and aspects of the audit of revenue. Certain aspects of these findings were recurring from previous inspection cycles. Our inspections also identified examples of good practice in these areas on other audits. The firm should continue to review the effectiveness of its actions to ensure greater consistency."

"The overall results profile for inspections by the ICAEW is 90% classified as good or generally acceptable. The firm's internal quality monitoring results show a year-on-year improvement."



### Deloitte response to Audit Quality Inspection key findings

"Overall, we have seen a reduction in the number of findings arising from regulatory inspections as well as a reduction in the number of findings where the root cause was direction, supervision or review. We are pleased to see the positive impact of actions taken over the last 12 months to address certain findings raised by the FRC and their associated root causes."

The following page sets out our response to key findings in relation to the 24/25 cycle.



### Review of the firm's system of quality management (SQM):

"Deloitte has an established SQM structure, with robust governance, risk assessment, and second line monitoring processes. The firm is working on clarifying and strengthening its evidencing of quality risks and demonstrating that its assessment of the design and implementation of the responses to the risks is consistent and appropriate. This should continue to be a priority for the firm."



### Deloitte response to review of SQM

"We believe that an effective SQM is crucial for the delivery of audit quality in every single engagement we deliver. We were pleased to issue our second conclusion on the effectiveness of our SQM as of 31 May 2024, being satisfied that our SQM provides the firm with reasonable assurance that the objectives of ISQM (UK) 1 are being achieved."

In the time since ISQM (UK) 1 was implemented our SQM has continued to mature. As our SQM embeds in our day-to-day operations, we are pleased to see the FRC have identified continued areas of good practice. We remain focussed on continuous improvement to refine and enhance our operations to ensure our approach to managing the quality of all engagements is consistent and strong. We have already taken action to address a number of the points raised by the FRC including adding further risks to our SQM which map to existing responses and enhancing areas of our decision-making documentation.

The environment in which we operate is complex and continues to evolve. We remain focussed on identifying and investing in the changes required to continually improve and enhance the effectiveness of our SQM."



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