

National Museums Scotland

Annual Audit Plan 2019/20



 AUDIT SCOTLAND

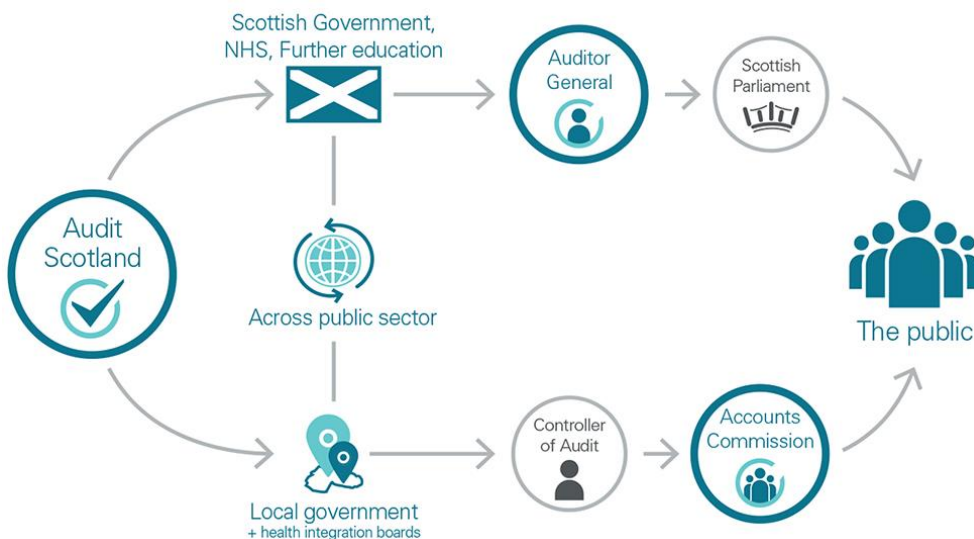
Prepared for National Museums Scotland

February 2020

Who we are

The Auditor General, the Accounts Commission and Audit Scotland work together to deliver public audit in Scotland:

- The Auditor General is an independent crown appointment, made on the recommendation of the Scottish Parliament, to audit the Scottish Government, NHS and other bodies and report to Parliament on their financial health and performance.
- The Accounts Commission is an independent public body appointed by Scottish ministers to hold local government to account. The Controller of Audit is an independent post established by statute, with powers to report directly to the Commission on the audit of local government.
- Audit Scotland is governed by a board, consisting of the Auditor General, the chair of the Accounts Commission, a non-executive board chair, and two non-executive members appointed by the Scottish Commission for Public Audit, a commission of the Scottish Parliament.



About us

Our vision is to be a world-class audit organisation that improves the use of public money.

Through our work for the Auditor General and the Accounts Commission, we provide independent assurance to the people of Scotland that public money is spent properly and provides value. We aim to achieve this by:

- carrying out relevant and timely audits of the way the public sector manages and spends money
- reporting our findings and conclusions in public
- identifying risks, making clear and relevant recommendations.

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Risks and planned work

1. This annual audit plan contains an overview of the planned scope and timing of our audit which is carried out in accordance with International Standards on Auditing (ISAs), the [Code of Audit Practice](#), and [guidance on planning the audit](#). This plan sets out the work necessary to allow us to provide an independent auditor's report on the annual accounts and meet the wider scope requirements of public audit.
2. The wider scope of public audit contributes to assessments and conclusions on financial management, financial sustainability, governance and transparency and value for money.


Adding value


3. We aim to add value to the National Museums Scotland (referred to as 'NMS' throughout) through our external audit work by being constructive and forward looking, by identifying areas for improvement and by recommending and encouraging good practice. In so doing, we intend to help NMS promote improved standards of governance, better management and decision making and more effective use of resources.

Audit risks

4. Based on our discussions with staff, attendance at Audit and Risk Committee meetings and a review of supporting information we have identified the following significant risks for NMS. We have categorised these risks into financial statements risks and wider dimension risks. The key audit risks, which require specific audit testing, are detailed in [Exhibit 1](#).

Exhibit 1 2019/20 Significant audit risks

 Audit Risk	Source of assurance	Planned audit work
Financial statements risks		
<p>1 Risk of material misstatement caused by management override of controls</p> <p>Although we have not identified any specific risks of management override of controls relating to NMS, auditing Standards require that audits are planned to consider the risk of material misstatement caused by fraud, which is presumed to be a significant risk in any audit. This includes the risk of management override of controls that results in fraudulent financial statements.</p>	<p>Owing to the nature of this risk, assurances from management are not applicable.</p>	<ul style="list-style-type: none"> • Detailed testing of journal entries. • Review of accounting estimates and accounting policies. • Focused testing of accruals and prepayments. • Evaluation of significant transactions that are outside the normal course of business.

	Audit Risk	Source of assurance	Planned audit work
2	<p>Risk of material misstatement caused by fraud in income recognition and expenditure recognition</p> <p>NMS receives income and donations from various sources, in addition to Scottish Government funding. The extent and complexity of income means that, in accordance with ISA240, there is an inherent risk of fraud which requires an audit response. The Code of Audit Practice expands the ISA assumption to advise there is also a risk of fraud over aspects of expenditure, for public sector bodies.</p>	<p>Effective budget monitoring by management.</p> <p>Internal audit coverage</p>	<ul style="list-style-type: none"> • Detailed testing of income and expenditure transactions focusing on the areas of greatest risk. • Review arrangements over National Fraud Initiative data matches • Focused testing on prepayments and accruals
3	<p>Estimation and judgements</p> <p>There is a significant degree of subjectivity in the measurement and valuation of the material account areas of fixed assets and accruals. This subjectivity represents an increased risk of misstatement in the financial statements</p>	<p>Effective budget monitoring by management.</p> <p>Regular reporting to the Board, Audit and Risk Committee and Corporate Management Team.</p> <p>RICS approved indexation factors for the valuation of NMS's land and buildings are applied in the years where a full revaluation is not undertaken.</p>	<ul style="list-style-type: none"> • Focused substantive testing during the financial statements audit of key areas. • Review of accounting policies to ensure these are reasonable and in line with the accounting framework. • Assessment of indexation factors applied to fixed assets to ensure these are from a reliable source
Wider dimension risks			
4	<p>Financial sustainability</p> <p>NMS, like other public sector bodies, face challenges and uncertainty over future funding allocations. The main financial target for NMS is to maintain a stable and sustainable financial environment and adequate financial outturn for the year, compared to the budget allocated by Scottish Ministers. NMS are projecting to break-even for financial year 2019/20.</p> <p>Although NMS are on course to meet its financial target in 2019/20, the organisation continues to face a risk over its financial sustainability in the coming years due to uncertainty over future funding allocations and income sources.</p>	<p>Effective budget monitoring by the finance team.</p> <p>Regular financial reporting to the Board, Finance, and Audit and Risk Committees.</p> <p>Ongoing communication with the Scottish Government sponsor division.</p> <p>A 3-year financial forecast is produced by the finance team which includes scenario planning.</p>	<ul style="list-style-type: none"> • Regular communication with senior finance staff regarding budget plans and finance reports. • Focused cut off testing at year-end to confirm expenditure and income has been accounted for in the correct financial year. • Review medium term financial forecast

Source: Audit Scotland

Reporting arrangements

5. Audit reporting is the visible output for the annual audit. All annual audit plans and the outputs as detailed in [Exhibit 2](#), and any other outputs on matters of public interest will be published on our website: www.audit-scotland.gov.uk, after the NMS annual report and financial statements have been laid before the Scottish Parliament.
6. Matters arising from our audit will be reported on a timely basis and will include agreed action plans. Draft management reports will be issued to management to confirm factual accuracy.
7. We will provide an independent auditor's report to NMS National Museums Scotland, Scottish Parliament and the Auditor General for Scotland setting out our opinions on the annual report and financial statements. We will provide the Accountable Officer and Auditor General for Scotland with an annual report on the audit containing observations and recommendations on significant matters which have arisen during the audit.

Exhibit 2 2019/20 Audit outputs

Audit Output	Target Date	Committee Date
Annual Audit Plan	28 February 2020	16 March 2020
Annual Audit Report	20 August 2020	20 August 2020
Independent Auditor's Report	18 September 2020	18 September 2020 (Board Approval)

Source: Audit Scotland

Audit fee

8. The audit fee for the 2019/20 audit of National Museums Scotland is £23,950 (2018/19: £23,640). In determining the audit fee, we have taken account of the risk exposure of NMS, the planned management assurances in place and the level of reliance we plan to take from the work of internal audit. Our audit approach assumes receipt of the unaudited annual report and financial statements for the year ended 31 March 2020, with a complete working papers package on 22 June 2020.
9. Where our audit cannot proceed as planned through, for example, late receipt of unaudited financial statements or being unable to take planned reliance from the work of internal audit, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises outwith our planned audit activity.

Responsibilities

Audit and Risk Committee and Accountable Officer

10. National Museums Scotland have the primary responsibility for ensuring the proper financial stewardship of public funds, compliance with relevant

legislation and establishing effective arrangements for governance, propriety and regularity that enable them to successfully deliver their objectives.

- 11.** The audit of the annual report and financial statements does not relieve management or the Audit and Risk Committee, as those charged with governance, of their responsibilities.

Appointed auditor

- 12.** Our responsibilities as independent auditors are established by the Public Finance and Accountability (Scotland) Act 2000 and the Code of Audit Practice (including supplementary guidance) and guided by the Financial Reporting Council's Ethical Standard.
- 13.** Auditors in the public sector give an independent opinion on the financial statements and other information within the annual report and financial statements. We also review and report on the arrangements within the audited body to manage its performance and use of resources. In doing this, we aim to support improvement and accountability.

Audit scope and timing

Financial Statements

14. The financial statements audit will be the foundation and source for most of the audit work necessary to support our judgements and conclusions. We also consider the wider environment and challenges facing the public sector. Our audit approach includes:

- understanding the business of National Museums Scotland and the associated risks which could impact on the financial statements
- assessing the key systems of internal control, and establishing how weaknesses in these systems could impact on the financial statements
- identifying major transaction streams, balances and areas of estimation and understanding how National Museums Scotland will include these in the financial statements
- assessing the risks of material misstatement in the financial statements
- determining the nature, timing and extent of audit procedures necessary to provide us with sufficient audit evidence as to whether the financial statements are free of material misstatement.

15. We will give an opinion on whether the financial statements:

- give a true and fair view of the state of affairs of NMS and its income and expenditure for the year ended 31 March 2020;
- whether they have been properly prepared in accordance with relevant legislation, the applicable accounting framework and other reporting requirements for charitable bodies;
- the regularity of the income and expenditure.



characteristics



responsibilities



principal activities



risks



governance arrangements

Other information in the annual report

16. We review and report on statutory other information published within the annual report including the Trustee's report and governance statement. We give an opinion on whether these have been compiled in accordance with the appropriate regulations and frameworks in our independent auditor's report.

17. We also review the content of the annual report for consistency with the financial statements and with our knowledge. We report any uncorrected material misstatements in statutory other information.

Materiality

18. We apply the concept of materiality in planning and performing the audit. It is used in evaluating the effect of identified misstatements on the audit, and of any uncorrected misstatements, on the financial statements and in forming our opinions in the independent auditor's report.

19. We calculate materiality at different levels as described below. The calculated materiality values for NMS are set out in [Exhibit 3](#).

Exhibit 3 Materiality values



Materiality	Amount
Planning materiality – This is the figure we calculate to assess the overall impact of audit adjustments on the financial statements. It has been set at 1% of total assets for the year ended 31 March 19 based on the latest audited accounts. We have used total assets as the basis for calculating materiality, as a primary function of NMS is to operate as a custodian of public assets. This treatment is in line with ISA 320 and Practice Note 10: Audit of Financial Statements of Public Sector Bodies in the United Kingdom.	£1.9 million
Performance materiality – This acts as a trigger point. If the aggregate of errors identified during the financial statements audit exceeds performance materiality this would indicate that further audit procedures should be considered. Using our professional judgement, we have calculated performance materiality at 70% of planning materiality.	£1.3 million
Reporting threshold (i.e., clearly trivial) – We are required to report to those charged with governance on all unadjusted misstatements more than the 'reporting threshold' amount. This has been calculated at 2% of planning materiality. We have ensured this threshold is reasonable to allow appropriate testing of income and expenditure items	£40,000

Source: Audit Scotland

Timetable

20. To support the efficient use of resources it is critical that the annual accounts timetable is agreed with us to produce the unaudited accounts. We have included an agreed timetable at [Exhibit 4](#).

Exhibit 4 Financial Statements timetable

 Key stage	 Date
Latest submission date of unaudited annual report and financial statements with complete working papers package	22 June 2020
Latest date for final clearance meeting with Director of Finance and Finance Manager	22 July 2020
Agreement of audited unsigned financial statements; Issue of draft Annual Audit Report including ISA260 requirements to those charged with governance	27 July 2020
Presentation of our Annual Audit Report to the Audit and Risk Committee	20 August 2020
Approval of the National Museums Scotland annual report and financial statements by the Board	18 September 2020
Independent auditor's report signed following board approval	18 September 2020

Internal audit

21. Internal audit is provided by KPMG. As part of our planning process we carry out an annual assessment of the internal audit function to ensure that it operates in accordance with the main requirements of the Public Sector Internal Audit Standards (PSIAS).
22. PSIAS state that “The PSIAS apply to all internal audit service providers, whether in-house, shared services or outsourced”. PSIAS 1312 states that “External assessments must be conducted at least once every five years by a qualified, independent assessor or assessment team from outside the organisation” and “An independent assessor or assessment team means not having either an actual or a perceived conflict of interest and not being a part of, or under the control of, the organisation to which the internal audit activity belongs. The chief audit executive should encourage board oversight in the external assessment to reduce perceived or potential conflicts of interest.” This formal requirement was introduced in 2013.
23. KPMG were first appointed in 2010. To date, an external quality assessment has not taken place. Therefore, KPMG do not fully comply with PSIAS.
24. Auditing standards require internal and external auditors to work closely together to make best use of available audit resources. We will consider the results of their work on Cash, Strategic Planning and Exhibition Lifecycle for our wider scope requirements. We plan to consider the findings of the work of internal audit as part of our planning process to minimise duplication of effort and to ensure the total resource is used efficiently or effectively. As we intend to focus our external audit on substantive testing, we will not use the work of internal audit to support our audit opinion on the financial statements. We will report any significant findings to Audit and Risk Committee in due course.

National Fraud Initiative (NFI)

25. NFI is a data-matching exercise, led by Audit Scotland, to aid the detection of fraudulent payments. NFI allows public bodies to investigate matches and, if fraud or error has taken place, to stop payments and attempt to recover the amounts involved. It also allows auditors to assess the arrangements that the bodies have put in place to prevent and detect fraud, including how they approach the NFI exercise itself.
26. The current data matching exercise collected data in October 2018. Participating bodies received matches for investigation in January 2019. All recommended matches plus any further matches based on findings and the risk of error or fraud should have been investigated by 30 September 2019 and the results recorded on the NFI system. Over the past two years of our audit appointment we reported that NMS is committed to the NFI exercise and has been pro-active in investigating data matches. No cases of fraud or error have been found to date. We are due to submit an audit questionnaire by the end of February 2020 to report on NFI progress in NMS. We will report any further findings to the Audit and Risk Committee in due course.

Whole of Government Accounts

27. The Code of Audit Practice requires appointed external auditors to review and report on whole of government accounts (WGA) returns prepared by audited bodies. External auditors of Central Government entities are required to certify 2019/20 WGA returns, as in prior years. We do not expect NMS to be within the boundary determined by HM Treasury for WGA for the 2019/20 year. We will, however, monitor this position throughout the year and report accordingly following the year end.

Audit Dimensions

28. Our audit is based on four audit dimensions that frame the wider scope of public sector audit requirements as shown in [Exhibit 5](#).

Exhibit 5 Audit dimensions



Source: Code of Audit Practice

Financial sustainability

29. As auditors we consider the appropriateness of the use of the going concern basis of accounting as part of the annual audit. We will also comment on financial sustainability in the longer term. We define this as short term (up to two years), medium term (two to five years) and longer term (longer than five years) sustainability. We will carry out work and conclude on:

- the effectiveness of financial planning in identifying and addressing risks to financial sustainability in the short, medium and long term
- the appropriateness and effectiveness of arrangements in place to address any identified funding gaps
- whether there are arrangements in place to demonstrate the affordability and effectiveness of funding and investment decisions

30. National Museum Scotland continues to face challenges regarding its financial sustainability and, like other public sector bodies, have faced delays in obtaining their funding allocation from the Scottish Government for 2020/21 due to the UK elections and EU withdrawal implications. NMS secured additional funding from the Scottish Government in 2019/20 to cover pension cost increases, but funding for future pay costs remain uncertain until the 2020/21 Scottish budget is approved.

31. Looking beyond 2019/20, there is a concern that NMS may face a more challenging budget if the Scottish Government continue to only offer incremental increase to Grant-In-Aid funding.

Financial management

32. Financial management is concerned with financial capacity, sound budgetary processes and whether the control environment and internal controls are operating effectively. We will review, conclude and report on:
- whether arrangements are in place to ensure systems of internal control are operating effectively
 - the effectiveness of budgetary control system in communicating accurate and timely financial performance can be demonstrated
 - how NMS has assured itself that its financial capacity and skills are appropriate
 - whether there are appropriate and effective arrangements in place for the prevention and detection of fraud and corruption.
33. We are also required to assess the risk of fraud and corruption in the procurement function and report, where relevant, on the arrangements to counter the risk in either the 2019/20 or 2020/21 Annual Audit Reports. We agreed with the management that work in this area will be carried out this year and any issues will be reported in our Annual Audit Report

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. We will review, conclude and report on:
- whether NMS can demonstrate that the governance arrangements in place are appropriate and operating effectively.
 - whether there is effective scrutiny, challenge and transparency on the decision-making and finance and performance reports.
 - the quality and timeliness of financial and performance reporting.
35. The Accountable Officer of NMS will change in 2020/21. The current director is stepping down in March 2020 and a new director will take post in April 2020. We will review the handover processes for the new Director to understand how he will obtain the necessary assurances to allow him to sign off the 2019-20 annual report and accounts.

Value for money

36. Value for money refers to using resources effectively and continually improving services. We will review, conclude and report on whether NMS can demonstrate:
- value for money in the use of resources
 - there is a clear link between money spent, output and outcomes delivered.
 - that outcomes are improving.
 - there is sufficient focus on improvement and the pace of it.

Best Value

- 37.** The Accountable Officer of NMS has a duty to ensure arrangements are in place to secure best value. We will review and report on these arrangements.

Independence and objectivity

- 38.** Auditors appointed by the Accounts Commission or Auditor General must comply with the Code of Audit Practice and relevant supporting guidance. When auditing the financial statements auditors must also comply with professional standards issued by the Financial Reporting Council and those of the professional accountancy bodies. These standards impose stringent rules to ensure the independence and objectivity of auditors. Audit Scotland has robust arrangements in place to ensure compliance with these standards including an annual “fit and proper” declaration for all members of staff. The arrangements are overseen by the Director of Audit Services, who serves as Audit Scotland’s Ethics Partner.
- 39.** The engagement lead (i.e. appointed auditor) for National Museums Scotland is Asif A Haseeb. Auditing and ethical standards require the appointed auditor to communicate any relationships that may affect the independence and objectivity of audit staff. We are not aware of any such relationships pertaining to the audit of National Museums Scotland

Quality control

- 40.** International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires a system of quality control to be established, as part of financial audit procedures, to provide reasonable assurance that professional standards and regulatory and legal requirements are being complied with and that the independent auditor’s report or opinion is appropriate in the circumstances.
- 41.** The foundation of our quality framework is our Audit Guide, which incorporates the application of professional auditing, quality and ethical standards and the Code of Audit Practice (and supporting guidance) issued by Audit Scotland and approved by the Auditor General for Scotland. To ensure that we achieve the required quality standards Audit Scotland conducts peer reviews and internal quality reviews. Additionally, the Institute of Chartered Accountants of Scotland (ICAS) have been commissioned to carry out external quality reviews.
- 42.** As part of our commitment to quality and continuous improvement, Audit Scotland will periodically seek your views on the quality of our service provision. We welcome feedback at any time, and this may be directed to the engagement lead.

National Museums Scotland

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