

# National Galleries of Scotland

Annual Audit Plan 2020/21



 AUDIT SCOTLAND

Prepared for National Galleries of Scotland

March 2021

## 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

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**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 sector 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.

**3.** The public health crisis caused by the coronavirus disease 2019 (COVID-19) pandemic has had a significant and profound effect on every aspect of Scottish society. Public services have been drastically affected, requiring immediate changes to the way they are provided. The impact on public finances has been unprecedented, which has necessitated both the Scottish and UK governments providing substantial additional funding for public services as well as support for individuals, businesses and the economy. It is likely that further financial measures will be needed and that the effects will be felt well into the future.

**4.** Public audit has an important contribution to the recovery and renewal of public services. The Auditor General, the Accounts Commission and Audit Scotland are responding to the risks to public services and finances from COVID-19 across the full range of audit work including annual audits and the programme of performance audits. Audit Scotland views 2020/21 as a transitional year, leading in future to audit timetables which were possible before COVID-19. The well-being of audit teams and the delivery of high-quality audits remain paramount. Maintaining a pragmatic and flexible approach will enable change at short notice as new issues emerge, or current risks change in significance. Where this impacts on annual audits, an addendum to this annual audit plan may be necessary.

## Adding value

**5.** We aim to add value to the National Galleries of Scotland (also referred to as 'NGS') 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 NGS promote improved standards of governance, better management and decision making and more effective use of resources.


## Audit risks

**6.** Based on our discussions with management, attendance at committee meetings and a review of supporting information we have identified the following significant risk for NGS. 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

### 2020/21 Significant audit risks

 Audit Risk	Source of assurance	Planned audit work
<b>Financial statements risks</b>		
<p><b>1 Risk of material misstatement due to fraud caused by the management override of controls</b></p> <p>Although we have not identified any specific risks of management override of controls at NGS, 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.</p> <p>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"> <li>• Detailed testing of journal entries.</li> <li>• Review of accounting estimates and accounting policies.</li> <li>• Focused testing of accruals and prepayments.</li> <li>• Evaluation of significant transactions that are outside the normal course of business.</li> </ul>
<p><b>2 Risk of material misstatement caused by fraud in income and expenditure recognition</b></p> <p>NGS 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 and the Board.</p> <p>Participation in the National Fraud Initiative.</p> <p>Planned Internal Audit coverage of income in 2020/21.</p>	<ul style="list-style-type: none"> <li>• Analytical procedures on income and expenditure streams.</li> <li>• Detailed testing of income and expenditure transactions focusing on the areas of greatest risk.</li> <li>• Audit work on the National Fraud Initiative data matches.</li> </ul>
<p><b>3 Estimations and Judgements</b></p> <p>There is a significant degree of subjectivity in the measurement and valuation of the material account areas of non-current assets, liabilities (provisions, deferred income and accruals) and donated heritage asset additions. This includes the planned capital additions at the Scottish National Gallery.</p> <p>This subjectivity represents an increased risk of misstatement in the financial statements.</p>	<p>Assessment of all potential provisions together with assessing potential liability and likelihood of settlement.</p> <p>Use of RICS indices for indexing properties. Sound procedures for indexation which are reflected accurately in the financial statements.</p> <p>Heritage assets bought on the open market are capitalised at acquisition cost. Where this is not readily available, an expert valuation of heritage asset additions by a qualified expert will be obtained.</p>	<ul style="list-style-type: none"> <li>• Focused substantive testing of key areas during the financial statements audit.</li> <li>• Substantive testing of liabilities and cut-off testing of income and expenditure</li> <li>• Review of accounting policies to ensure these are reasonable and in line with the accounting framework.</li> <li>• Assessment of indexation factors applied to fixed assets to ensure these are from a reliable source.</li> </ul>

	Audit Risk	Source of assurance	Planned audit work
<b>Wider dimension risks</b>			
<b>4</b>	<b>Financial sustainability</b>  NGS, similar to other public sector bodies, are facing challenges to their financial sustainability.  Although NGS are forecasting a break-even position for 2020/21, the organisation continues to face risks over its financial sustainability in the coming years due to uncertainty over future funding allocations and the impact of Covid-19 on its commercial business.	Effective budget monitoring by the finance team.  Frequent re-forecasting of budgets to account for the impact of Covid-19.  Regular financial reporting to the Board and Audit & Risk Committee.  Ongoing communication with the Scottish Government sponsor division.	<ul style="list-style-type: none"> <li>Discussions with senior finance staff regarding budget plans and finance reports.</li> <li>Review of NGS financial plans and budgets.</li> <li>Focused cut-off testing at year-end to confirm expenditure and income has been accounted for in the correct financial year.</li> </ul>
<b>5</b>	<b>Capital Projects</b>  NGS have a number of ongoing major capital projects, including the Scottish National Gallery project. There have been delays to capital projects in previous years and Covid-19 has caused the pace of construction to slow. The original budget for capital spend for 2020/21 was £15.3m, however the forecast has since been reduced to £10.8m.  There is a risk that any potential delays would lead to increased costs for NGS.	Effective budget monitoring by management and Major Capital Programme Committee  Detailed monitoring of capital project spend, which is reported to the Board and Audit & Risk Committee.	<ul style="list-style-type: none"> <li>Discussions with senior finance staff regarding budget plans and finance reports.</li> <li>Ongoing monitoring of budgets and finance reports presented to the Board, Audit &amp; Risk Committee and Major Capital Committee.</li> <li>Year-end testing on capital spending.</li> </ul>

Source: Audit Scotland

## Reporting arrangements

**7.** 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](http://www.audit-scotland.gov.uk).

**8.** 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 the relevant officer(s) to confirm factual accuracy.

**9.** We will provide an independent auditor's report to NGS National Galleries of Scotland, Scottish Parliament and the Auditor General for Scotland setting out our opinions on the Trustee's Annual Report and Accounts. 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

### 2020/21 Audit outputs

Audit Output	Latest target date	Planned Committee Date
Annual Audit Plan	31 <sup>st</sup> March 2021	2 <sup>nd</sup> March 2021
Annual Audit Report	31 <sup>st</sup> October 2021	31 <sup>st</sup> August 2021
Independent Auditor's Report	31 <sup>st</sup> October 2021	13 <sup>th</sup> September 2021 (Board Approval)

Source: Audit Scotland

### Audit fee

**10.** The audit fee for the 2020/21 audit of NGS is £23,880 [19/20 - £23,310]. In determining the audit fee we have taken account of the risk exposure of NGS, the planned management assurances in place and the level of work of internal audit. Our audit approach assumes receipt of the unaudited Trustee's Annual Report and Accounts, with a complete working papers package on 14th June 2021.

**11.** Where our audit cannot proceed as planned through, for example, late receipt of unaudited Trustee's Annual Report and Accounts or the work of internal audit being incomplete, a supplementary fee may be levied. An additional fee may also be required in relation to any work or other significant exercises out with our planned audit activity.

### Responsibilities

#### Audit Committee and Accountable Officer

**12.** Audited bodies 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.

**13.** The audit of the Trustee's Annual Report and Accounts does not relieve management or the Audit and Risk Committee as those charged with governance, of their responsibilities.

#### Appointed auditor

**14.** 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.

**15.** Auditors in the public sector give an independent opinion on the financial statements and other information within the Trustee's Annual Report and Accounts. We also review and report on the arrangements within the audited body to manage its performance, regularity and use of resources. In doing this, we aim to support improvement and accountability.

# Audit scope and timing

## Trustee's Annual Report and Accounts

**16.** The Trustee's Annual Report and Accounts, which include the financial statements, 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 NGS 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 NGS 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.

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

- give a true and fair view of the state of affairs of NGS and its income and expenditure for the year ended 31<sup>st</sup> March 2021;
- 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.

## Statutory other information in the Trustee's Annual Report and Accounts

**18.** We review and report on statutory other information published within the Trustee's Annual Report and Accounts including the Trustee's Annual Report, the governance statement and the remuneration report. We give an opinion on whether these have been compiled in accordance with the appropriate regulations and frameworks in our independent auditor's report.

**19.** We also review the content of the Trustee's Annual Report for consistency with the financial statements and with our knowledge. We report any uncorrected material misstatements in statutory other information.

## Materiality

**20.** 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.



characteristics



responsibilities



principal activities



risks



governance arrangements



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

### Exhibit 3 Materiality values



Materiality	Amount
<b>Planning materiality</b> – 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 2021 based on the latest audited accounts. We have used total assets as the basis for calculating materiality as a primary function of NGS 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.	£3.567 million
<b>Performance materiality</b> – 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 50% of planning materiality.	£1.784 million
<b>Reporting threshold (i.e. clearly trivial)</b> – 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 1% of planning materiality. We have ensured this threshold is reasonable to allow appropriate testing of income and expenditure items.	£35 thousand

Source: Audit Scotland

### Timetable

22. 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 Annual accounts indicative timetable

 Key stage	 Date
Latest submission date of unaudited Trustee's Annual Report and Accounts with complete working papers package.	14 <sup>th</sup> June 2021
Latest date for final clearance meeting with Chief Operating Officer, Director of Finance and Financial Controller.	16 <sup>th</sup> July 2021
Issue of draft Annual Audit Report and Letter of Representation to those charged with governance.	23 <sup>rd</sup> July 2021
Latest date for management comments on factual accuracy of draft Annual Audit Report.	6 <sup>th</sup> August 2021
Issue of final Annual Audit Report to those charged with governance.	13 <sup>th</sup> August 2021
Presentation of Annual Audit Report to the Audit & Risk Committee.	31 <sup>st</sup> August 2021
Approval of the Trustees' Annual Report and Financial Statements by the Board of Trustees.	13 <sup>th</sup> September 2021

## Internal audit

**23.** Internal audit is provided by Henderson Loggie. 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). ISA (UK) 610 requires an assessment on whether the work of the internal audit function can be used for the purposes of external audit. This includes:

- the extent to which the internal audit function's organisational status and relevant policies and procedures support the objectivity of the internal auditors
- the level of competence of the internal audit function
- whether the internal audit function applies a systematic and disciplined approach, including quality control.

**24.** We completed this review in January 2021 and concluded that Henderson Loggie's policies and practices are compliant with the PSIAS.

### Using the work of internal audit

**25.** International Auditing Standards require internal and external auditors to work closely together to make best use of available audit resources. We seek to use the work of internal audit wherever possible to avoid duplication. We intend to review the findings of all internal audit reviews which will help inform our wider dimension audit. However, 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 the Audit and Risk Committee in due course.

## Whole of Government Accounts

**26.** The Code of Audit Practice requires appointed external auditors to review and report on whole of government accounts (WGA) returns prepared by audited bodies. As in prior years, external auditors of Central Government entities are required to certify 2020/21 WGA returns. We do not expect NGS to be within the boundary determined by HM Treasury for WGA for the 2020/21 year. We will, however, monitor this position throughout the year and report accordingly following the year-end.

## Audit dimensions

**27.** 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

**28.** 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 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 longer 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.

**29.** NGS continue to face challenges regarding its financial sustainability. Although NGS is currently projecting a balanced financial position for 2020/21, there are longer term concerns regarding future funding levels and the impact of Covid-19 on the commercial business of the organisation. NGS is working to reduce costs in order to maintain a balanced financial position in future years.

### Financial management

**30.** 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
- whether the effectiveness of budgetary control systems in communicating accurate and timely financial performance can be demonstrated
- how NGS 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.

## Governance and transparency

**31.** 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 NGS 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.

## Value for money

**32.** Value for money refers to using resources effectively and continually improving services. We will review, conclude and report on whether NGS 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

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

## Independence and objectivity

**34.** 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.

**35.** The engagement lead (i.e. appointed auditor) for NGS is Asif A Haseeb OBE. 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 Galleries of Scotland.

## Quality control

**36.** International Standard on Quality Control (UK and Ireland) 1 (ISQC1) requires that a system of quality control is 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.

**37.** 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.

**38.** 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 Galleries of Scotland

Annual Audit Plan 2020/21

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