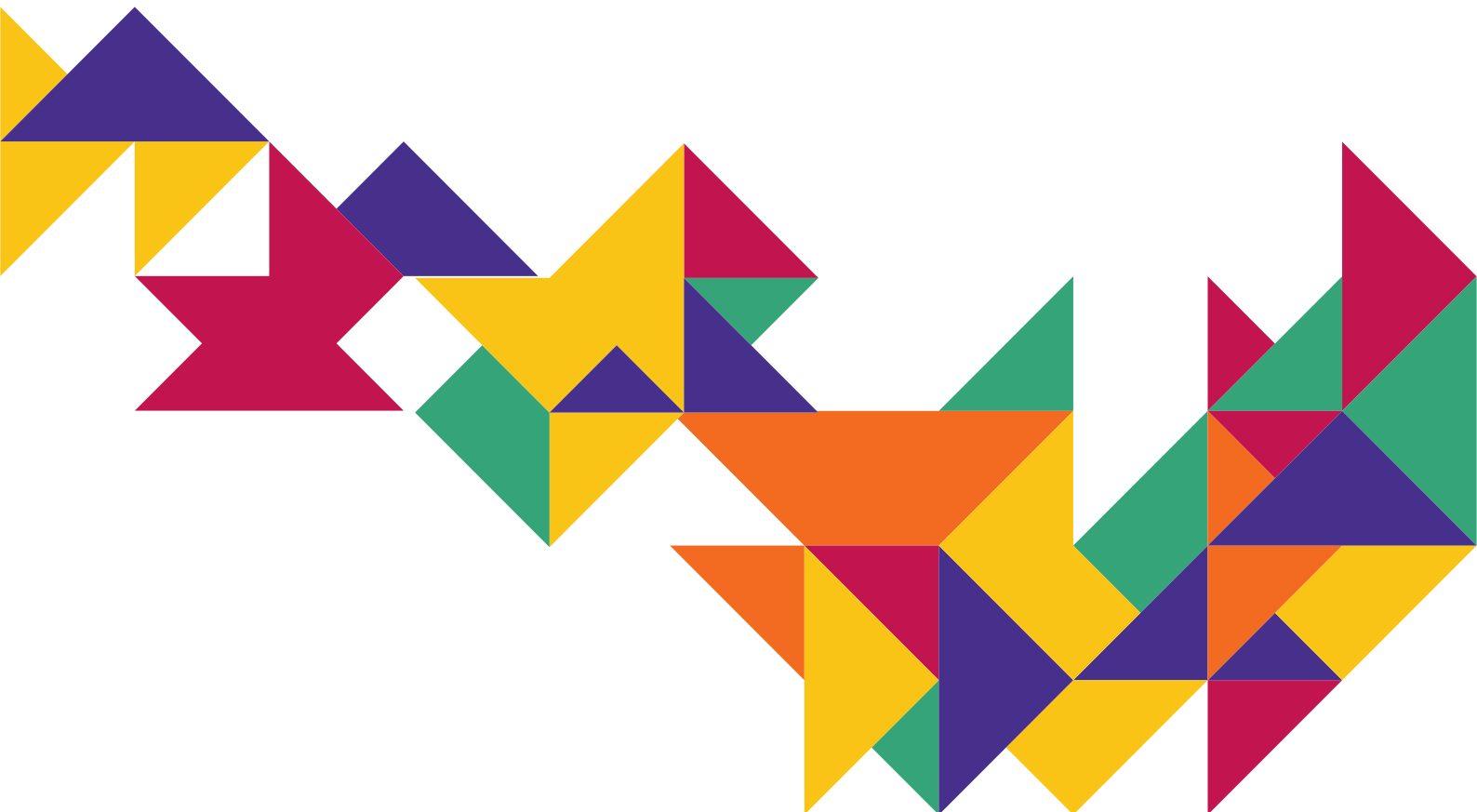


Scottish Canals

External audit plan for the financial year ending 31 March 2017

Audit & Risk Committee* 1 December 2016 (subsequently updated February 2017)



* In the Committee's role as "those charged with governance"



Grant Thornton

An instinct for growth™

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1 December 2016

Dear Members of the Audit & Risk Committee

External Audit Plan for the financial year ended March 2017

Please find enclosed our annual external audit plan addressed to those charged with governance for the financial year ending 31 March 2017. We are delighted to have been appointed as your external auditors and look forward to working with you to ensure you get maximum value from our audit work. We will be pragmatic and actively engage with you throughout the year in an open and transparent manner, ensuring you benefit from our wider insights and observations.

Our plan sets out how as your auditors we will fully discharge our responsibilities as set out in the Audit Scotland Code of Audit Practice 2016, as well as requirements under International Standards of Auditing (ISA's) (UK and Ireland).

Our approach delivers:

- A robust challenge of your judgements and key aspects of your financial statements in particular in relation to significant and other audit risks highlighted in this plan.
- A focus on wider scope arrangements across the four audit dimensions aligned to risk: financial management; financial sustainability; governance and transparency and value for money.
- An understanding of Scottish Canals strategy and vision, pro-actively engaging throughout the year with you and your team.
- A clear and concise annual report to those charged with governance and the Auditor General for Scotland, reporting the outcome of our work during the year; and reflecting our key judgements and conclusions over your arrangements as relevant to our audit role.

I look forward to working with you over the course of our appointment.

Joanne Brown Engagement Leader

Director

For Grant Thornton UK LLP

Chartered Accountants

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Our approach at a glance

A smooth transition

- We have extensive experience of transitioning into new clients and will do this at minimum disruption to you
- We will quickly look to build up good working relationships with your team
- We will produce a high level communication plan with you upfront and agree key dates for our work, and deliverables

Regular meetings throughout the process

- Joanne Brown / Lindsay Robertson will meet with you on a regular basis, discuss your emerging issues, act as a sounding board
- Senior member of team will attend all Audit & Risk Committee meetings
- We will hold regular private meetings with the Audit & Risk Committee if desired

Feedback from you

- Debrief meeting with senior finance staff
- Client service review undertaken and feedback and shared with all of our team
- Action plan to address findings

Completion

- Once signed by the Board we will submit the accounts to Audit Scotland (end of June)
- Sign accounts and audit opinion and obtained signed letter of representation

13 June 2017 Audit & Risk Committee meeting

- Present Annual Report to those Charged with Governance
- Discuss key audit issues; associated risks identified and action plan
- Hold pre-meeting with Audit & Risk Committee Chair if required

Annual Report to those charged with Governance

- Sets out key audit and accounting issues and how these have been resolved
- Provides comments on systems and controls, and review of accounting policies; conclusions and judgements in respect of your arrangements across the wider scope remit
- Key judgements and conclusions from our wider scope work, including improvement opportunities

Audit clearance meeting

- Discuss audit issues with management
- Agree treatment of any unadjusted differences
- Practical recommendations on systems and controls

Audit planning meeting

- Meeting with key management to identify audit risks/judgements in particular the Director of Finance and Financial Controller.
- Consider key aspects of Scottish Canals, strategic goals and business issues for example the continued focus on growing commercial income
- Agree client prepared schedules and account and audit timetables
- Agree significant risk areas for wider scope responsibilities

Audit Plan

- Confirm audit risk areas and agreed audit approach
- Set out audit scope and agreed timetable, including how we discharge our responsibilities under the Audit Scotland code of practice
- Formal communication with the Audit Committee (1st December)

Interim work

- Review of systems and controls in particular around expenditure and fixed asset processes
- Assess control environment
- Early work on key areas of audit risk
- Liaise with Internal Audit, review outputs and assess impact on our work

8 March 2017 Audit & Risk Committee

- Present Progress update
- Confirm audit risks and approach for financial statements, and wider scope audit and reporting

Final accounts audit

- Focused on risk areas, with on-site Engagement Lead review
- IDEA interrogation software utilised to provide efficiency and insight (data analytics)
- Audit issues and potential adjustments, discussed and cleared with you as they arise
- Work carried out by a team with relevant experience and knowledge of the Scottish Central Government and also commercial audit experience reflecting the importance of this aspect to your business model.

Annual report including annual governance statement

- Check the annual report is consistent with the accounts and meets the requirements set out in the Transport Act and direction from Scottish Ministers
- Check the annual governance statement (including performance and accountability reports where relevant) is consistent with our knowledge of Scottish Canals

Wider Scope Audit

- Conclude and discuss key findings with management across the four impact areas
- Reflecting on work undertaken during the year including interviews and relevant documentation review

Our approach at a glance (continued)

Our audit is risk based and undertaken in accordance with International Standards on Auditing ("ISA UK&I") and the Audit Scotland Code of Practice 2016.

We continue to understand Scottish Canal's business strategy, key organisational arrangements and changes, within the context of the wider Scottish Government strategies.

In particular we will consider wider financial sustainability in light of a significant and ageing historic asset base as reflected in the 30 year asset plan. We note the continued focus on the income generation in line with your purpose and vision. We will also consider the investment strategy of Scottish Canals and the processes by which competing projects are assessed and resources allocated.

Our audit will be largely substantive in nature although under our ISA requirements we will seek to understand your internal control environment, including policies and procedures, segregation of duties and budgeting and financial reporting arrangements.

Internal Audit

As set out in ISA (UK&I) 610 'using the work of internal auditors' we are prohibited from using internal audit to provide direct assistance' to the audit, therefore we design our approach to internal audit to ensure compliance with these requirements.

We will review the internal audit plan for 2016/17 and will also review reports finalised during the year and meet with them to discuss their work including their understanding of the control environment and potential fraud risks. Should internal audit identify specific material deficiencies in the control environment during the year we will consider the impact of this on our planned audit approach and substantive testing.

We will work with internal audit in respect of our risk assessment, minimising any risk of duplication or inefficiency. However, we do not intend to take specific reliance on any work performed in the period.

Professional standards

Our objective is robust, quality driven external audit which adds value to you. Our team works to the highest level of professional standards in delivering their work. Specifically we would highlight:

- professional scepticism will be applied throughout the audit, in particular in respect of significant or key judgements.
- we will provide robust challenge, insights and recommended practices to management based on our significant public and private sector experiences
- we will seek to really understand your culture and ethics as well as Scottish Canals Strategic priorities, risks and challenges and how you operate on a day to day basis- This will mean our approach is suitably tailored to you.
- we will involve necessary specialists to support us in our audit work for example our property valuation experts
- we will use IDEA, our data analytical software to effectively and efficiently test your balances and transactions during the year including for example, journals.



Materiality

We are required to audit the financial statements and to give an opinion as to:

- whether they give a true and fair view of the financial position of the Scottish Canals and its expenditure and income for the period 1 April 2016 to 31 March 2017
- whether they have been prepared properly in accordance with relevant legislation, applicable accounting standards and other reporting requirements including our regularity opinion
- The part of the remuneration report which is subject to audit is free from misstatement.
- Whether the information which comprises the performance report, accountability report and governance statement is consistent with the financial statements
- The regularity of expenditure and income

Determining materiality

In performing our audit, we apply the concept of materiality, following the requirements of International Standard on Auditing (UK & Ireland) (ISA) 320: Materiality in planning and performing an audit.

The standard states that 'misstatements, including omissions, are considered to be material if they, individually or in the aggregate, could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements'.

Overall materiality

As part of our planning we have considered the nature of Canals, and have noted that the usual public sector benchmark is gross expenditure. Taking into account the focus on income, we have determined materiality for the financial statements as a proportion of gross income of Scottish Canals. Using 2015/16 income, we have calculated our preliminary planning materiality as £0.179million (1% of gross income). This percentage reflects that this is year one of our audit appointment.

It is normal practice for us to reconsider our materiality levels when final accounts are available for audit. We will report any changes in our materiality threshold to you within our Annual Report to those charged with Governance.

Performance materiality

Performance materiality is set at £0.116 million and is calculated based on 65% of materiality, and represents the amount set for the financial statements as a whole to reduce the probability that the aggregate of uncorrected and undetected misstatements exceed materiality.

Trivial

Under ISA 540, auditors also set an amount below which misstatements would be clearly trivial and would not need to be accumulated or reported to those charged with governance because we would not expect that the accumulation of such amounts would have a material effect on the financial statements. We have defined the amount below which misstatements would be clearly trivial to be £1,794 based on 1% of materiality. We will report to you any adjustments identified through our audit work if below these thresholds and where we consider them to be material by nature.

Regularity Opinion

Scottish Canals is responsible for ensuring that public money is used only for its approved purpose.

As required we provide an opinion on the regularity of the income and expenditure of Scottish Canals. We will therefore consider whether there are adequate controls in place over expenditure and substantively test transactions to ensure they are in line with the approved purpose of Scottish Canals.



Code of Practice - Wider scope audit

The Code of Audit Practice recognises the increasingly high expectations the public has about the role of audit in the stewardship of public funds.

Wider scope audit is defined as going beyond the financial statements to include work that contributes to audit judgements and conclusions on the appropriateness, effectiveness and impact of corporate governance and performance management and arrangements and financial sustainability (Audit Scotland Code of Practice page 20)

Our planned work in this area, like our financial statement audit work, is risk based and proportionate to the nature and size of Scottish Canals. We have identified certain areas of particular risk as related to the wider scope considerations and these are set out within our audit risk section of the plan. We will also consider Scottish Canals own self evaluation of arrangements as they relate to the four dimensions.



Wider scope dimension	Key areas we will consider during the course of our audit
Financial sustainability	<ul style="list-style-type: none"> • Review of Scottish Canals budgeting arrangements; financial reporting and longer term financial plans including scenario planning and key assumptions for example the investment model • Understand and review income investment strategies including risk assessments and impact on longer term financial sustainability and joint ventures/partnership working • Understand Scottish Canals wider capital investment plans including maintenance costs
Financial management	<ul style="list-style-type: none"> • Review of performance against budget, accuracy of the budgeting process and assessment of key variances. • Financial leadership including capacity and capability.
Governance and transparency	<ul style="list-style-type: none"> • Review effectiveness of governance arrangements and risk management procedures. • Consider role of internal audit within the wider risk management framework. • Consider arrangements in place around fraud, regularity and whistleblowing.
Value for money	<ul style="list-style-type: none"> • Consider the outcomes that Scottish canals measure and report against, and review against the performance management framework in place (as driven by the Corporate Plan). • Review of stakeholder engagement, particularly around the investment strategy. • Assess partnership working arrangements and processes around monitoring projects through associate entities. • Consider how Scottish Canals determine and assess that as an organisation you are delivering value for money.

Risks identified as part of our planning work

Risk identified	Description of risk	Work planned
<p>1 Significant Audit Risk: Management override of controls</p>	<p>Under ISA 240 there is a presumed risk that the risk of management over-ride of controls is present in all entities.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Complete walkthrough of the controls and procedures in place around journal entries • Review the key accounting estimates, judgements and decisions made by management. • Test journal entries with a focus on unusual posting sources, times or amounts identified using our IDEA data analysis software • Review unusual and/or significant transactions.
<p>2 Significant Audit Risk: The revenue cycle includes fraudulent transactions</p>	<p>Under ISA 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition. Scottish Canals income is composed of £4.0million related to sale of goods and £5.9million related to provision of services We do not believe it is appropriate to rebut the revenue recognition risk.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Complete walkthrough of the controls and procedures around in place around sales invoicing and sales ledger • Agree revenue to supporting documentation and cash receipts in the year / post period end to gain comfort over validity of these transactions • Perform cut-off testing to gain comfort around the completeness and accuracy of recognised income • Consider the recoverability of any outstanding balances at year end
<p>3 Significant Audit Risk: Investment property valuation</p>	<p>Investment properties of £16.5million were included in the March 2016 financial statements.</p> <p>Included within this total is a general moorings balance of £3.3million which is valued at fair value based on annual income subject to a multiplier.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Complete an assessment of the credentials and independence of the valuers • Obtain and review the valuers report • Assess the general moorings multiplier • Recalculate and agree valuation movements for a sample of assets
<p>4 Other audit risk: Completeness of operating expenditure</p>	<p>Operating expenses are understated or not recorded in the right period. This risk also relates to Practice Note 10 (revised) in respect of public sector entities which outlines that auditors should also consider the risk that misstatement may occur by the manipulation of expenditure recognition (Fraud risk).</p>	<p>We will:</p> <ul style="list-style-type: none"> • Complete walkthrough of the controls and procedures in place around purchase ordering, procurement and general payment and recording of expenditure. • Reconcile creditors ledger to the general ledger and financial statements • Perform cut-off testing on pre-year end and post year end transactions to gain comfort around the completeness and accuracy of recognised expenditure • Gain comfort around the regularity of expenditure and the application of public funds in accordance with Scottish Government guidelines

Risks identified as part of our planning work (continued)

Risk identified	Description of risk	Work planned
<p>5 Other audit risks: Carrying value of investments</p>	<p>Scottish Canals hold a 49% investment in Bigg Regeneration Limited Partnership, a property rental entity. There is a risk that the carrying value of this investment is not recoverable given the nature of assets held.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Obtain a breakdown of all movements in the period and audit all material movements • Obtain latest financial information for this entity to assess the carrying value and recoverability of this investment • Consider how the investment is calculated and accounted for year on year
<p>6 Wider Scope Risk: Financial sustainability</p>	<p>On creation of Scottish Canals a cash dowry of circa £10million was received which was invested by Scottish Canals. This money has now been notionally committed in full across a number of projects, including investment opportunities which will create additional income to fund Scottish Canals activities. However, revenue grant funding from the Scottish Government is declining in real terms and therefore Scottish Canals need to continue to look to generate income in order to fund core Scottish Canals activities for example maintenance of the canals network in line with the 30 year asset management plan. There is a risk that they are unable to self generate sufficient income to deliver the Scottish Canals corporate plan.</p>	<p>We will:</p> <ul style="list-style-type: none"> • Consider Scottish Canals new Corporate Plan and underlying financial plans • Review of the key investments made by Scottish Canals and plans to utilise the additional income generated, and the period of time the income will be generated over • The 30 year asset management capital plan and underlying assumptions • Consideration of Scottish Canals ongoing discussion and dialogue with the Scottish Government on their longer term financial planning and the future financial sustainability of Scottish Canals.
<p>7 Wider Scope Risks: Flexible governance to support the ambitions of Scottish Canals</p>	<p>Currently circa 57% of Scottish Canals income comes from out with the Scottish Government and core grant funding. Scottish Canals are an ambitious organisation with plans to develop new opportunities using wider public sector assets to generate new sources of income and continue to work in partnership with organisations across the public and the private sectors. Recognising the strategy, Scottish Canals governance arrangements need to be suitably flexible to quickly adapt to new opportunities and governance should support the entrepreneurial nature of Scottish Canals for example by adopting a risk management approach which allows for measured risk taking to achieve opportunities. Whilst continuing to meet governance recommended practices</p>	<p>We will:</p> <ul style="list-style-type: none"> • Review Scottish Canals governance arrangements including work plans of key committees and their engagement in partnership working and key Scottish Canals investment opportunities • Review of risk management framework to ensure opportunity risks are captured and measured/assessed consistently

A quality audit

Ensuring we deliver on our commitments to you is important to us.

Our regular liaison meetings are an opportunity to discuss our performance and confirm your expectations about audit outputs and audit approach including team interactions with you for example are being met.

We will look to use the performance metrics set out below so you can assess our performance, and we will report our progress back to you.

We will also undertake regular client service reviews so that you can tell us how we are performing, as well as recognising that Audit Scotland will also ask you for feedback on us. We take your feedback seriously and will seek to continually improve our service reflecting on your ongoing feedback.

The table outlines the service levels that you can expect as a minimum. We will always strive to do more, and deliver above and beyond these.

Area	Proposed service level and indicator
Response time	<ul style="list-style-type: none"> We will respond to all minor queries or requests for assistance within two working days We will provide an initial response to all major queries or requests for assistance within two working days, with full responses within five working days We will acknowledge any complaint by return and will resolve it in discussion with you within two working days. We will escalate any complaint at your request
Achievement of planned inputs and milestone	<ul style="list-style-type: none"> We will not vary the total approved audit fee, except by prior approval by the Director of Finance and the Audit & Risk Committee We will achieve all key milestone dates and audit inputs, as agreed with you at the start of the year. All papers for Audit & Risk Committee will have been reviewed by management and submitted in advance of the paper deadlines (100% target)
Liaison	<ul style="list-style-type: none"> We will agree a schedule of liaison meetings with you at the start of each year, along with the proposed dates for our on-site work Joanne Brown and/or Lindsay Robertson will attend all liaison meetings with other core and support team members as required We will confirm agendas for every liaison meeting a week in advance to allow the most appropriate colleagues participate We will attend all Audit & Risk Committee meetings with the engagement lead attending as a minimum two per annum
Reporting	<ul style="list-style-type: none"> Our reports will be clear and concise and include sufficient, appropriate based on evidence/our work, conclusions and judgements in respect of our wider scope responsibilities
Audit protocol	<ul style="list-style-type: none"> We will comply with all auditing and ethical standards and will maintain the integrity, objectivity and independence of the team at all times (100%)
Client feedback	<ul style="list-style-type: none"> We will informally seek your feedback throughout the year. On an annual basis we will undertake a client satisfaction survey with an aim of a score of 8 or above (out of 10)

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Our commitments to you aligned to the principles set out in the code of practice

Independent

Full compliance with independence and ethical standards

Co-ordinated & integrated

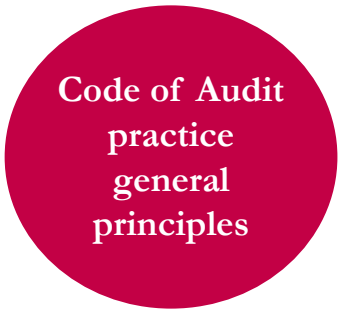
- co-ordination with Auditor General and Audit Scotland
- Seeking to minimise duplication/inefficiency with Assurance Providers for example internal audit
- Sharing of Audit Scotland National Reports including action plans

Adds value

- clear and concise Annual Report to those charged with Governance
- recommended actions which make a difference to you and are aligned to your risk framework
- judgements and conclusions-supported by evidence

Proportionate & risk based

- focus on significant audit risks
- Risks across 4 dimensions
- tailored to you and your strategic goals



Transparent

- clear plan linked to final reporting
- upfront, open engagement
- responsive to your queries
- consideration of potential contentious audit areas upfront to agree early resolution

Quality focused

- fully ISA (UK & Ireland) compliant audit
- full compliance with Audit Scotland Code of Audit practice
- rigorous quality checks built in to our audit approach
- an internal quality compliance programme

Public focused

- focus on user of the accounts and what matters to them
- commentary supported by evidence
- risk based and relevant to you
- jargon free, easy to understand reports



Team and key audit deliverables

The audit cycle



Our team

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Date	Activity	Deliverables
October/ November 2016	Audit Planning & Meetings with Management Handover meeting with predecessor auditor Review of predecessor audit file to gain comfort over opening balances	
1 December 2016	Audit Plan presented to Audit & Risk Committee	Submit Audit Plan (deadline 28 February 2017)
February 2017	Interim site visit	Current issues return 1 (deadline 3 rd February 2017) – covering matters of ministerial or Auditor General interest and best value elements Contribute to informed analysis of European funding (deadline Spring 2017)
1 May 2017	Year end fieldwork commences	
May 2017	Audit findings meeting with Director of Finance and Financial Controller	
13 June 2017	Report audit findings to those charged with governance (Audit & Risk Committee)	Contribution to follow up of Role of Boards (deadline 30 June 2017)
June 2017	Sign financial statements opinion	Certify annual accounts, submit annual accounts and annual audit report (deadline 30 October 2017).
July 2017	Debrief and learning meeting	Current issues return 2 (deadline 4 th August 2017) Submit WGA assurance statement (deadline 2 October 2017)



Independence and fees

Audit Fee

Service	Fees £
External Auditor Remuneration	24,450
Pooled Costs	6,260
Contribution to Audit Scotland	1,330
Expected Fee	33,040

The audit fee is calculated in accordance with guidance issued by Audit Scotland. Audit Scotland sets an expected fee for each body that assumes the organisation has sound governance arrangements in place; has been operating effectively throughout the year; prepares comprehensive and accurate draft accounts; does not have significant non-standard or complex transactions and contracts and meets the agreed timetable for audit.

The auditor remuneration element of the fee can be varied up to 10% above the expected fee where local issues require additional work to be undertaken.

We have agreed with Management that the fee for 2016/17 will be maintained at expected fee as shown above.

Your total fee for the 2016-17 external audit is **£33,040**.

Typically our fee assumptions include:

- supporting schedules to all figures in the accounts are supplied by the agreed dates and in accordance with the agreed upon information request list
- the scope of the audit, and Scottish Canals activities will not change significantly from planned
- Scottish Canals will make available management and accounting staff to help us locate information and to provide explanations.
- We will only receive (and audit) no more than 3 sets of accounts (1st draft; amended draft and final).

Fees for other services

Service	Fees £
At planning stage we confirm there are no non-audit fees	Nil

Independence and ethics

We confirm that there are no significant facts or matters that impact on our independence as auditors that we are required or wish to draw to your attention. We have complied with the Auditing Practices Board's Ethical Standards and therefore we confirm that we are independent and are able to express an objective opinion on the financial statements.

Full details of all fees charged for audit and non-audit services will be included in our Annual Report to those charged with governance at the conclusion of the audit.

We confirm that we have implemented policies and procedures to meet the requirements of the Auditing Practices Board's Ethical Standards.

We are required by auditing and ethical standards to communicate any relationships that may affect the independence and objectivity of the audit team. We can confirm no independence concerns have been identified.



Fraud Arrangements

The term fraud refers to intentional acts of one or more individuals amongst management, those charged with governance, employees or third parties involving the use of deception that result in a material misstatement of the financial statements. In assessing risks, the audit team is alert to the possibility of fraud at Scottish Canals.

As part of our audit work we are responsible for:

- identifying and assessing the risks of material misstatement of the financial statements due to fraud in particular in relations to management override of controls.
- designing and implementing appropriate audit testing to gain assurance over our assessed risks of fraud
- responding appropriately to any fraud or suspected fraud identified during the audit.

As auditors we obtain reasonable but not absolute assurance the financial statements as a whole are free from material misstatement, whether due to fraud or error. We will obtain representation from management regarding managements assessment of fraud risk, including internal controls, and any known or suspected fraud or misstatement. In addition, we will ask the question of the Audit & Risk Committee at the planning stage and routinely during the audit.

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.

It is Scottish Canals responsibility to establish arrangements to prevent and detect fraud and other irregularity. This includes:

- developing, promoting and monitoring compliance with standing orders and financial instructions
- developing and implementing strategies to prevent and detect fraud and other irregularity
- receiving and investigating alleged breaches of proper standards of financial conduct or fraud and irregularity.

Throughout the audit we work with Scottish Canals to review specific areas of fraud risk, including the operation of key financial controls. We also examine the policies in place, strategies, standing orders and financial instructions to ensure that they provide a strong framework of internal control.



Respective responsibilities

As set out in the Code of Audit Practice (P10 – P16) there are a number of key responsibilities you as an organisation are responsible for, and others, as appointed auditors we are responsible for. These are summarised below:

Area	Scottish Canals Responsibilities
Corporate governance	<ul style="list-style-type: none"> • Establishing arrangements for proper conduct of its affairs • Legality of activities and transactions • Monitoring adequacy and effectiveness of arrangements (inc role of those charged with governance)
Financial statements	<ul style="list-style-type: none"> • Preparing financial statements which give a true and fair view of their financial position • Maintaining accounting records and working papers • Putting in place systems of Internal Control • Maintaining proper accounting records • Preparing and publishing an annual governance statement, management commentary and remuneration report • Effective systems of internal control as well as financial, operational and compliance controls – supporting achievement of objectives and secure value for money
Financial position	<ul style="list-style-type: none"> • Proper arrangements to ensure financial position is soundly based and responsibility to ensure arrangements secure best value
Fraud and error	<ul style="list-style-type: none"> • Establishing appropriate arrangements for prevention and detection of fraud, error, irregularities, bribery and corruption and affairs are properly managed

Our responsibilities

- Undertake statutory duties and comply with professional engagement and ethical standards
- Provide an opinion on financial statements and where appropriate regularity of transactions
- Review and report on, as appropriate, other information eg annual governance statements, management commentary, remuneration reports
- Notify the Auditor General when circumstances indicate a statutory report may be required
- Demonstrate compliance with wider public audit scope

How do we do this in practice

- By reviewing and providing judgements and conclusions on the Scottish Canals arrangements including those across the wider scope of audit dimensions.
- Consideration of the effectiveness of performance management arrangements
- Suitability and effectiveness of corporate governance arrangements in year
- Financial position and arrangements for ensuring financial sustainability in the medium to longer term
- Review of other information in line with our knowledge and understanding of the Scottish Canals
- Ongoing dialogue and engagement with Audit Scotland during the year

Weaknesses and risks identified by us as your auditors are only those which have come to our attention during our normal audit work in accordance with the Code, and may not be all that exist. Communication by auditors of matters arising from the audit of the financial statements or of risks or weaknesses does not absolve management from its responsibility to address the issues raised and to maintain an adequate system of control.

Communication of audit matters with those charged with governance (summary of ISA requirements)

Our communication plan	Audit Plan	Annual Audit Report
Respective responsibilities of auditor and management/those charged with governance	✓	
Overview of the planned scope and timing of the audit. Form, timing and expected general content of communications	✓	
Views about the qualitative aspects of the entity's accounting and financial reporting practices, significant matters and issues arising during the audit and written representations that have been sought		✓
Confirmation of independence and objectivity	✓	✓
A statement that we have complied with relevant ethical requirements regarding independence, relationships and other matters which might be thought to bear on independence. Details of non-audit work performed by Grant Thornton UK LLP and network firms, together with fees charged. Details of safeguards applied to threats to independence	✓	✓
Material weaknesses in internal control identified during the audit		✓
Identification or suspicion of fraud involving management and/or others which results in material misstatement of the financial statements		✓
Non compliance with laws and regulations		✓
Expected modifications to the auditor's report, or emphasis of matter		✓
Uncorrected misstatements		✓
Significant matters arising in connection with related parties		✓
Significant matters in relation to going concern		✓

International Standards on Auditing (ISA) 260, as well as other ISAs, prescribe matters which we are required to communicate with those charged with governance, and which we set out in the table opposite.

This document outlines our audit strategy and plan to deliver the audit, while the Annual Audit Report will be issued prior to approval of the financial statements and will present key issues and other matters arising from the audit, together with an explanation as to how these have been resolved.

We will communicate any adverse or unexpected findings affecting the audit on a timely basis, either informally or via a report to Scottish Canals.



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