



Scottish Canals

External Audit Plan for the financial year ending 31 March 2018

Audit Committee 1 December 2017 and Finalised February 2018

Joanne Brown
Engagement Leader

John Boyd
External Audit Senior
Manager

Martha Smith
External Audit In-Charge



Our audit at a glance



Performance materiality is set at 75% and trivial is 5% of materiality. This reflects minimal audit adjustments in prior year and our understanding of Scottish Canals in a year 2 audit cycle.



Materiality is set at 1.5% of gross revenue based on 2016/17 audited information (£0.295 million). Previous year it was 1% of gross revenue (£0.197 million)



Significant audit risks are: management override of controls; and the risk of fraud in revenue, as set out in International Auditing Standards (ISAs UK)

An audit underpinned by quality and adding value to you



We fulfil our responsibilities per International Standards of Auditing (ISAs) (UK) and the Audit Scotland Code of Audit Practice throughout our work.



At the planning stage we have identified other audit risks as being the risk of fraud in expenditure recognition as set out in Practice Note 10.



Our audit is undertaken in accordance with the Code of Audit Practice. Our wider scope risks identified are: Medium term financial sustainability; the ongoing delivery of the Dundas Hill project; and governance recognising the changes in Board and Audit and Risk Committee membership from April 2018 onwards.

Contents

| Section | Page |
|--|-------------|
| 1. Overarching principles of our audit | 4 |
| 2. Audit approach and materiality | 5 |
| 3. A risk based audit methodology | 6 |
| 4. Wider scope audit | 7 |
| Appendices: | |
| 1. Key audit deliverables and our team | 9 |
| 2. Fees and independence | 10 |
| 3. Fraud | 11 |
| 4. Respective responsibilities | 12 |
| 5. Communication of audit matters to those charged with governance | 13 |

Overarching principles of our audit

Our audit is risk based and undertaken in accordance with the relevant International Auditing Standards (ISAs) (UK and Ireland) and the Audit Scotland Code of Audit Practice 2016.

Our overall objective is a robust, quality-focused external audit which adds value through wider insights and challenge. Our audit foundations include:

- professional scepticism
- a focus on audit risks and key areas of management judgement
- sharing our wider insights across the sector (Scotland and UK)
- use of specialists to support our work where relevant
- using IDEA our data analytical software to effectively and efficiently test your balances
- clear and upfront communications, with regular communication during the year
- Reporting with focused actions which will support you in improving your controls/operations
- We will aim to not duplicate the work of your internal auditors. We will consider the internal audit plan for 2017/18 and identify any particular areas of risks that we either need to reflect in our approach or are relevant to our wider scope audit work. We will continue to review internal audit work throughout the year and maintain an ongoing, open, dialogue with internal audit.

Specific areas we will look to add value to Scottish Canals during 2017/18, identified as part of our planning work and reflection on prior year include:

- We will ask our pensions team to consider the differing pensions assumptions for your two pension schemes and consider whether these can be aligned.
- We will actively share relevant Audit Scotland and Grant Thornton publications with Senior Management and the Audit and Risk Committee, identifying particular areas for consideration.
- Should any new accounting changes or governance updates emerge during the year we will be providing a briefing for the Audit and Risk Committee. We will also pro-actively work with management during the year to discuss any emerging matters and seek to reach agreement on the treatment of these in advance of year-end.
- We will share the Scottish Public Sector Transparency report we produced for Audit Scotland at the end of December 2017, alongside our UK Grant Thornton Transparency Report. We will do a briefing for the Audit and Risk Committee in March 2018 on our quality arrangements.

External Audit deliverables for 2017/18 – Audit and Risk Committee

- External Audit Plan (this document)
- Governance and Transparency report and audit quality briefing (March Audit and Risk Committee)
- Audit progress report on interim testing and control walkthroughs – including where relying on controls (March 2018)
- Annual Report to those Charged with Governance and the Auditor General (June 2018)
- Audit opinion (June 2018)
- Management letter of representation (June 2018)

2017/18 Deliverables as set out in the Audit Scotland planning guidance (October 2017)

- Confirmation of agreed fee by end of February 2018 and submission of final plan
- Current issues return for CG (19 January 2018 and 20 July 2018)
- Submission of Fraud returns to Audit Scotland – 27 April 2018

Planned Audit Scotland publications which may be relevant to Scottish Canals

- City Deals (planned for Winter 2018)
- Digital developments and projects – risks and issues
- Supporting Scotland's economic growth (Spring 2018)

Audit approach and materiality

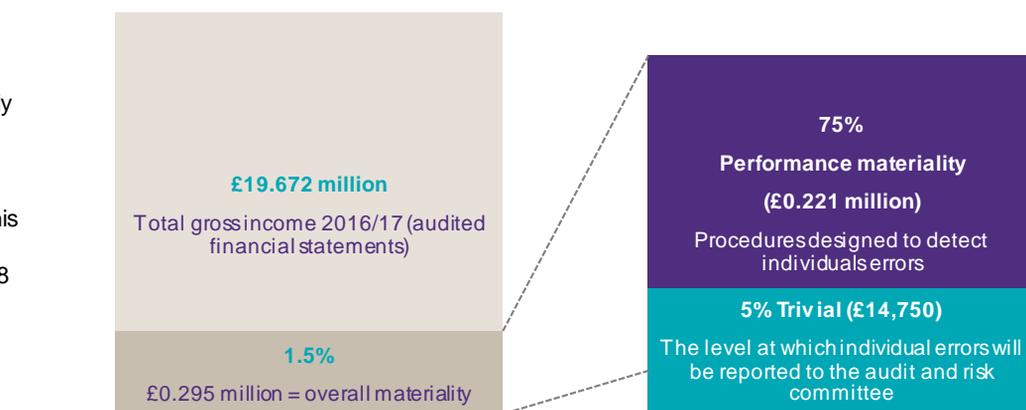


We undertake your audit in accordance with International Standards on Auditing (UK) (ISAs) and the Audit Scotland Code of Audit Practice (May 2016). On an annual basis we are required to give an opinion as to whether the Financial Statements:

- give a true and fair view
- have been properly prepared in accordance with relevant legislation and standards
- the wider information contained in the financial statements e.g. Accountability Report; Directors Report and Governance Statement
- Regularity of expenditure
- audited parts of the remuneration and staff report have been prepared in accordance with the guidance

Materiality

In performing our audit we apply International Standards on Auditing (UK) 320: *Materiality*. Our materiality for 2017/18 is shown below. We will revise this on receipt of the unaudited financial statements for 2017/18 once received.



Overall materiality

We have calculated overall materiality in line with gross revenue recognising the income generating nature of Scottish Canals. This is in line with prior year. As this is our second year of the audit, and taking into account the level of errors and adjustments in prior year, and the context of the Scottish Canals activities we feel it is appropriate to increase our materiality benchmark to 1.5%. Under our audit methodology we typically set materiality within the benchmark of 0.5% up to 2%.

Performance materiality

Performance materiality 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. Based on our audit experience in 2016/17 we have increased this for 2017/18 to 75% (65% in prior year). This does not impact on the financial statement balances we undertake substantive testing on, as all balances are in scope per prior year, but will impact on sample sizes.

Trivial

Under ISA 540 we are required to set an amount below which we consider misstatements would be clearly trivial, and therefore when accumulated we would not expect that they would have a material impact on the financial statements. Misstatements identified below this level would not be reported to the Audit and Risk Committee (in their role as those charged with governance).

Misstatements above trivial (corrected and uncorrected) will be reported to the Audit and Risk Committee in our Annual Report to those Charged with Governance.

Going concern considerations

As auditors, we are required to “obtain sufficient appropriate audit evidence about the appropriateness of management’s use of the going concern assumption in the preparation and presentation of the financial statements and to conclude whether there is a material uncertainty about the entity’s ability to continue as a going concern” (ISA (UK) 570).

We will review management’s assessment of the going concern assumption and evaluate the disclosures in the financial statements.

During the course of our audit we may apply a lower level of materiality to specific balances or transactions in the financial statements. This reflects areas where there is a greater degree of interest or sensitivity on the amounts reported in the financial statements for example the remuneration report.

A risk based audit methodology

Our understanding of Scottish Canals

This is our second year as the external auditors of Scottish Canals appointed under the Audit Scotland framework. Scottish Canals income is generated circa 57% from other sources than Scottish Government, with the remainder of income coming in the form of Scottish Government grant-in-aid. Scottish Canals are responsible for the effective management of the canal network including the maintenance of the navigation channel. In addition, as set out in the Strategic vision Scottish Canals play a unique role in regeneration, tourism and destination development across Scotland. During 2017/18 Scottish Canals received additional capital monies which contributed to the delivery projects including those on the historic Ness Weir and the pier at Ardrishaig. Like all public sector organisations Scottish Canals only receive an annual financial budget settlement but do financially plan over the medium term. Given the need to maintain the Canals network, there is a longer term (30 year) capital plan, which is prioritised on the basis of safety first, with an annual delivery plan of other works determined thereafter.

3 strategic themes underpin Scottish Canals vision: Increasing financial sustainability; growing public value; and empowering and motivating people. In order to achieve the aims and objectives set out in the corporate plan (2017-2020) Scottish Canals will continue to work in partnership with Scottish Government, other public, private, and third sector partners.

Overview of our audit risks identified at planning and our proposed approach

| | Risk of fraud in revenue | Operating expenditure is understated or not treated in the correct period | Management override of controls | Accounting for Dundas Hill |
|----------------------|--|---|--|---|
| The Risk | As set out in ISA 240 there is a presumed risk that revenue may be misstated due to improper recognition of revenue. In 2016/17 Income received was: £11.672 million which includes larger income streams related to retail sales, funding from third parties for waterway maintenance and water and utility sales. We consider the risk to be prevalent around the year end and therefore focus our testing on cut-off of income. | Operating expenditure is understated or not treated in the correct period (risk of fraud in expenditure). As set out in Practice note 10 (revised) which applies to public sector entities. We consider the risk to be prevalent around the year end and therefore focus our testing on cut-off of expenditure. | As set out in ISA 240 there is a presumed risk that management override of controls is present in all entities | In 2016/17 the Dundas Hill project was accounted for as stock within Scottish Canals balance sheet. As the project develops the accounting treatment may no longer be applicable. |
| Our planned response | <ul style="list-style-type: none"> Walkthroughs of the controls and procedures around material income streams and validation of key controls where appropriate Consider income cut off procedures and substantive testing over pre and post year end balances A focus on recoverability of balances | <ul style="list-style-type: none"> Perform cut off at year end on pre and post year end transactions and recording Walkthrough of the key expenditure controls in place Regularity – Expenditure incurred in accordance with the type/nature of Scottish Canals as an organisation | <ul style="list-style-type: none"> A focus on understanding how/where management override of controls may occur Review of the controls over journal entries Understanding key areas of judgement within the Financial statements and the basis for these judgements and the application of accounting policies Reviewing unusual and/or significant transactions | We will review the appropriateness of the accounting treatment for Dundas Hill. |

Wider scope – what this means for the 2017/18 external audit

Financial sustainability

Scottish Canals have multiple income stream out with core Scottish Government funding but this is subject to potential risks for example retail income variations, reductions in third party funding, income from property lets decline. In addition, the core SG Grant funding may stay static or fall. Therefore the “cost” base of Scottish Canals needs to be agile and a medium term financial plan in place setting out various scenarios to ensure longer term financial viability.

Our Response: We will continue to discuss financial sustainability with Scottish Canals Management. We will review the financial plans in place, including the scenarios set out, the governance of the plans and regular reporting

Financial management

No specific financial management risks have been identified for 2017/18. However, we will continue to consider Scottish Canals financial management arrangements informed through the work of internal audit around “site visits” and the high level financial framework of policies and procedures in place. This will include: key financial controls and procedures, Scheme of Delegation; and Fraud policies and training.



Governance and transparency

A number of the Scottish Canals Board members terms of appointment come to an end in July 2018. In particular, the Chair of the Audit and Risk Committee’s term ends at the start of July 2018. There is a risk that significant knowledge and experience may be lost without sufficient handovers.

Our Response: We will consider Scottish Canals succession plans in relation to the Board and the Audit and Risk Committee membership and the planned induction and training for new members.

Value for money

The Dundas Hill project is significant project for Scottish Canals, which has associated reputational risks as well as opportunities for further income generating activities in the future.

Our Response: We will continue to review progress of the project including considering the overall project governance and reporting to the Scottish Canals Board and other relevant Stakeholders. We will consider whether the accounting treatment of the project remains correct (as stock rather than an asset on the balance sheet). We will consider how Scottish Canals are evaluating the outcomes of the project and capturing project benefits and lessons learned.

Our planned work, like our financial statements work, is risk based and proportionate. We will continue to develop our understanding over the four dimensions and conclude on these in our final report, based on the work we have undertaken during the year.

Appendices

Key audit deliverables and our team

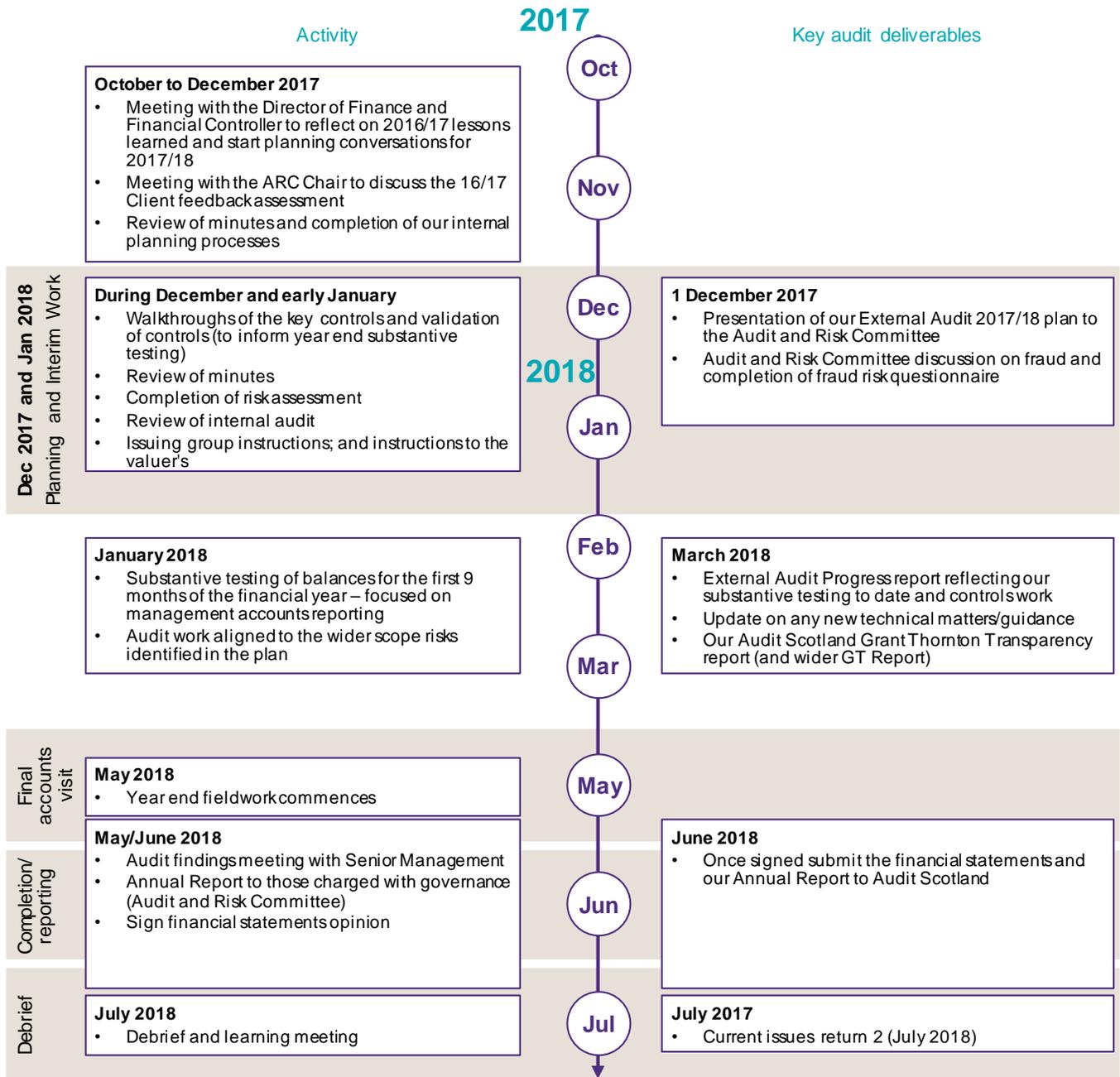
Independence and fees

Fraud arrangements

Respective responsibilities

Communication of audit matters with those charged with governance

Key audit deliverables and our team



Our team

Joanne Brown

Director
T 0141 223 0848
E joanne.e.brown@uk.gt.com

John Boyd

Senior Manager
T 07880 456 126
E john.p.boyd@uk.gt.com

Martha Smith

In-charge Auditor
T 0141 223 0786
E Martha.smith@uk.gt.com

In addition we will use our pensions team (assumptions) and our Accounting technical team as required

Fees and independence

External Audit Fee

| Service | Fees £ |
|--|---------------|
| External Auditor Remuneration | 28,700 |
| Pooled Costs | 6,990 |
| Contribution to Audit Scotland costs | 1,760 |
| Contribution to Performance Audit and Best Value | 0 |
| 2017-18 Fee | 37,450 |

Fees for other services

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

The audit fee is calculated in accordance with guidance issued by Audit Scotland. In accordance with the Audit Scotland guidance we can increase the fee by up to 10% from the base fee set by Audit Scotland, depending on risk factors identified by us as your external auditors. We cannot reduce the fee from the baseline set out by Audit Scotland. The above proposed fee, set at the base fee, has been agreed with management. The fee is based on the following assumptions:

- 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 reserve the right to charge an additional fee for any additional work.
- We will only receive (and audit) 2 sets of accounts (1st draft; and then final accounts)
- Specific balances such as pensions and valuations of assets are supported by an independent specialist
- Scottish Canals receive support from a specialist in respect of their tax computations and year-end calculations.
- The external auditors of the Joint Venture (Bigg Regeneration) and have audited and signed the financial statement opinion by the time we anticipate signing the Scottish Canals financial statements.

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.
- Leading a discussion with those charged of governance (for Scottish Canals this is assumed to be the Audit and Risk Committee) on their view of fraud. Typically we do this when presenting our audit plan and in the form of management and those charged with governance questionnaires.
- 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 annual representation from management regarding managements assessment of fraud risk, including internal controls, and any known or suspected fraud or misstatement..

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.

All suspected frauds and/or irregularities over £5,000 are reported to Audit Scotland by us as your auditors on an annual basis.

Respective responsibilities

As set out in the Code of Audit Practice (pages 10 to 16) 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 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 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 us 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

| Our communication plan | Audit Plan | Audit Findings |
|---|------------|----------------|
| Respective responsibilities of auditor and management/those charged with governance | • | |
| Overview of the planned scope and timing of the audit, including planning assessment of audit risks and wider scope risks | • | |
| 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 | • | • |
| Significant matters in relation to going concern | • | • |
| Views about the qualitative aspects of Scottish Canals' accounting and financial reporting practices, including accounting policies, accounting estimates and financial statement disclosures | | • |
| Significant findings from the audit | | • |
| Significant matters and issues arising during the audit and written representations that have been sought | | • |
| Significant difficulties encountered during the audit | | • |
| Significant deficiencies in internal control identified during the audit | | • |
| Significant matters arising in connection with related parties | | • |
| Identification or suspicion of fraud involving management and/or which results in material misstatement of the financial statements | | • |
| Non-compliance with laws and regulations | | • |
| Unadjusted misstatements and material disclosure omissions | | • |
| Expected modifications to the auditor's report, or emphasis of matter | | • |

International Standards on Auditing (UK) (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 above.

This document, The Audit Plan, outlines our audit strategy and plan to deliver the audit, while our Annual Report to those Charged with Governance 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 Management and the Audit and Risk Committee.



Grant Thornton

grantthornton.co.uk

© 2018 Grant Thornton UK LLP. All rights reserved.

'Grant Thornton' refers to the brand under which the Grant Thornton member firms provide assurance, tax and advisory services to their clients and/or refers to one or more member firms, as the context requires.

Grant Thornton UK LLP is a member firm of Grant Thornton International Ltd (GTIL). GTIL and the member firms are not a worldwide partnership. GTIL and each member firm is a separate legal entity. Services are delivered by the member firms. GTIL does not provide services to clients. GTIL and its member firms are not agents of, and do not obligate, one another and are not liable for one another's acts or omissions.