

## Clarification Questions for Response

### Tri Services Internal Audit

**Q1- Could we have additional detail about the internal audit that has been conducted at NRNM over the last three years? A summary document would be suitable, but the key information would be contained in:**

- The most recent internal audit strategies for each Museum—We are not able to issue this, please look at our statutory accounts on respective websites and Companies House.

**Q2- Please can you provide the 2023/24 internal audit plans for each Museum**

- See above response however NAM this FY i23/24 is carrying out IAs on Payroll and recruitment, Estate, Visitor Experience and Marketing and Communications NMRN to produce a list- get ones from RAFM and NAM.
- The 2023-24 plan for NMRN includes the following audits:
  - Capital Projects
  - EDI (thematic review)
  - Facilities Management
  - Debtors and Creditors
  - Trading Company Stock Control
  - Strategic Planning
  - Follow Up audit review

**Q3- Please can you provide the Annual Internal Audit reports for 2022/23 if applicable, at each Museum.**

- Will be made available to the successful company

**Q4- Could we please have the Audit Committee or equivalent Annual Report for 2022/23 for each Museum?**

- We are not able to issue this, please look at our statutory accounts on respective websites and Companies House. It will be made available to the successful company

**Q5- Can you provide an indication/overview of the current status of Follow up on audit actions/implementation at respective Museums?**

- In progress at present.

**Q6- Can you share any detail of current/future planned significant organisational changes major projects, or changes to systems and processes that might impact on internal audit plans under this contract across each of Museums?**

- Listed in Annual Consolidated Financial Statements on website. Look at plans for future period in accounts on respective websites; i.e. <https://www.nam.ac.uk/sites/default/files/attachments/accounts-2022-23.pdf>

**Q7- Can you confirm the approximate number of days of internal audit delivered annually at each of the Museums?**

- The museums have stated the number of reviews and would expect the bidders to determine how many days this would take to complete the review.

**Q8- Can you provide further detail on the split of on-site deliver against remote work?**

- Dependant on work conducted for the reviews.

**Q9- Can you provide some detail on the split of work between sites over the last 1-2 years where Museums have multi-site locations?**

- The split of work over multiple sites will be determined by the audit plan with the winning bidder. Each museum has a main administrative site, with other remote operational/storage sites as well.

**Q10- What is the reason for coming out to procurement at this stage? Can we confirm this is just end of contract?**

- End of contract

**Q11- How many Audit Committees do your internal auditors attend per year at each Museum?**

- Three at NAM, Four at NMRN, RAFM Four Meetings

**Q12- The ITT refers to thematic review work undertaken to evaluate best practice across the three Museums, per annum – can you advise on what thematic reviews have been completed to date?**

- For 2023-24 EDI was a thematic review
- For 2022-2023 Risk Management was a thematic review
- For 2021-22 Collections Management was a thematic review
- For 2019-2020 Site Security was a thematic review

**Q13- Can we use diagrams in our response?**

- Yes, please ensure they're visible prior to submitting. Or provide full resolution versions separate to the submission.

**Q14- Will diagrams and CVs count towards word count?**

- Yes.

**Q15- Is there any opportunity to organise an in-person discussion in advance of the bid completion?**

- This would not be available, as the same opportunity will require to be given to all interested parties to be fair and transparent. The ITT scope of requirement and clarification processes are sufficient pre-deadline. The Tri-Services Museums holding post-submission interviews for shortlisted submissions.

**Q16- Regarding the contract terms and conditions: They which appear more akin to a contract for goods (as an example, the insurance provisions) and/or facilities services rather than professional services firms. Could you clarify how the contract terms and conditions will be varied to take account of the unique nature of internal audit services?**

- The NMRN will listen to considerations with the winning bidder regarding the Contract. Similarly, as set out in the ITT the Tri-Service Museums will consider a bidder's own contract and T&Cs as this may be preferable for all parties. This should be included in your submission pack for our consideration.

**Q17- We note the expectation is to provide an overall audit opinion for each of the three NDPB's (NMRN, NAM and RAF Museum), however you have specified the National Army Museum typically has two reviews per year and would also be part of at least one thematic review across all Museums. It is unlikely that this will provide sufficient coverage to provide an opinion for the organisation's governance, risk management and internal control. Would you be open to one annual report or an opinion across all three Museums?**

Clarification Questions for Response  
Tri Services Internal Audit

- NAM from 22/23 have four reviews including the thematic, this has been updated in the ITT documentation, and is content with one report on Thematic but will require individual reports on the other three subjects. Each NDPB its own annual report and opinion as separate museums.

**Q18- We note you have suggested we may submit an alternative price and method for the provision of the service, would this need to be included with the 3000-word limit or could this be in addition?**

- It does not, but please keep your breakdown of fees succinct.

**Q19- Could we receive a copy of the risk registers for each of the NDPB's?**

- This will be made available to the successful company.

**Q20- Could you provide organisation structure charts for each Museum?**

- This will be made available to the successful company.

**Q21- Will there be one point of contact at each Museum to co-ordinate the service or one person for co-ordinating on behalf of all?**

- One point of contact for each museum as it is with current auditors.

**Q23- What does your current internal audit provider do particularly well in the delivery of the service?**

- We are content, this is merely end of contract procurement.

**Q22 What would you like to see as part of the service that is not currently offered or that could be improved?**

- We are content, this is merely end of contract procurement.

**Q23- Are there any significant system implementations or change programmes ongoing or planned for each museum?**

- See plans for future periods in statutory accounts.

**Q24- Is it possible to see the latest audit opinions and internal audit plans for the three NDPB's?**

- This will be made available for the successful company

**Q25- In terms of budget how many days is a typical audit and how many days total would you be looking for annually?**

- This is for the bidder to propose to the museums based upon the scope of requirement set out in the ITT.

**Q26- In terms of Criteria 1: CVs and Qualifications and Size of Team and Relevant Skills and Experience, could you provide more detail on what you would like the response to include?**

- We would like to see relevant skills and experience to the scope of the requirement.

**Q27- In terms of Criteria 2: Work Programme/Method of Approach to the Scope of Requirement could you provide more detail on what you would like the response to include?**

- How do you as the bidding company propose to conduct the internal audit for the museums, and the approach that will be taken.

**Q28- For pricing, you ask for an hourly/day rate, could you provide an indication on what the total budget is for the strategic internal plan?**

- Hourly/day rates are request for work outside of the value of the contract for additional work if required.

**Q29- What proportion of on-site work to you anticipate will need to be on site vs remote?**

- This is dependent on the work required and organised with the winning bidder.

**Q30- Will Audit Committee attendance be in person or a hybrid approach? Where this is in person can you provide the locations?**

- For NAM in person in Central London, NMRN is Hybrid, but if in person in Portsmouth, and RAFM is Hybrid, but if in person in North London or at Midland site if required.

**Q31- You have provided a pricing table for completion which includes days rates per grade of staff, is there an expectation for an estimate number of days required to deliver the service per year and an overall estimated cost?**

- We like a cost for a number of a number of reviews specified within the Scope of Requirement.

**Q31- Would you be open to using our letter of engagement and terms of business which are specifically designed for use with professional services? We have attached our terms of business and a template letter of engagement for consideration (the template schedule would be tailored to reflect the agreed service).**

- If successful we will review the letter of engagement for those submitted as part of tender submission. They will not be reviewed in advance.

**Q32- The Form of tender includes the statement "I/We confirm acceptance of the terms and conditions provided in Annex C without amendment and agree to be bound by such Contract should the NMRN elect to accept my/our Tender." We would not agree to the Contract in its current form, is it possible for us to participate and remove this statement from the Form of Tender that we return? We have provided our position paper regarding to set out our position in respect of core terms.**

- This is an error, this refers to accept the Terms and Conditions of the Tender Documentation. Please see reissued documentation.

**Q33- Would you accept Creditsafe as opposed to Experian?**

Yes, please self-certify and provide your Creditsafe score within your submission.

**Submission Deadline- Monday 11<sup>th</sup> December at Midday (1200),  
please send all submission documentation to [tenders@nmrn.org.uk](mailto:tenders@nmrn.org.uk)**