





































## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 22 FEBRUARY 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith

Apologies: Lynn Bradley

In attendance: Mike Curtis, Alan Hurst (QCG) David Blattman  
and David Hanlon joined meeting for *item 1*

		LEAD	DEADLINE
1.	<b>Work Levels Review – Presentation by QCG</b>		
	<p><b><i>Mike Curtis, Alan Hurst, David Blattman and David Hanlon joined the meeting.</i></b></p> <p>Mike Curtis and Alan Hurst from QCG gave a presentation on the Work Levels Review report, which had been previously circulated.</p> <p>Management Team considered the issues raised in the report, particularly in the areas of grade compression, boundaries across and between grade overlap, the scope to improve ways of working and the opportunities to create new and rewarding career paths across the business.</p> <p>Management Team welcomed the conclusion of the project, within time and budget and agreed to consider the report further at the Management Team away day on the 14 March 2011.</p> <p>It was agreed that each business group director would consider the recommendations for Audit Scotland that should be taken forward and how they plan to respond to these for their business group. This would form a core part of the discussion at the away day.</p> <p>Management Team thanked Mike Curtis and Alan Hurst for their contribution.</p> <p><b><i>Mike Curtis, Alan Hurst, David Blattman and David Hanlon left the meeting.</i></b></p>	<p>All</p> <p>FK/BH FMcK/ LB</p>	<p>14.03.11</p> <p>14.03.11</p>
2.	<b>Minutes</b>		
	The minutes of the previous meeting of 15 February 2011, which had been circulated, were agreed as an accurate record.		

<b>3.</b>	<b>ISG Resource Planning</b>		
	<p>In Lynn's absence, Diane introduced the paper on ISG Resource Planning, which had been previously circulated.</p> <p>Following discussion, it was agreed to recruit a contractor for six months to assist in the service desk area. This will free up existing resources and help to contribute to the delivery of the <i>ishare</i> project.</p> <p>Management Team also approved the recruitment of a student placement application developer in September 2011.</p>	<b>LB</b>	<b>Immediate</b>
		<b>LB</b>	<b>Immediate</b>
<b>4.</b>	<b>Recruitment of Project Officer (BVS)</b>		
	<p>Fraser introduced his report on recruiting a project officer in Best Value Scrutiny and Improvement (BVS).</p> <p>Following discussion Management Team agreed to approve an internal recruitment campaign to begin the process of recruiting for a vacant project officer post. Management Team noted that the recruitment campaign would be internal, in the first instance, subject to internal candidates meeting the criteria for appointments.</p> <p>Management Team agreed that the decision to recruit internally is consistent with the objective of managing the overall reduction in posts at Audit Scotland on a corporate basis and seeking opportunities to redeploy existing staff, where appropriate, following successful interview.</p> <p>Management Team noted the competency interview and assessment centre based process in order to fill the post.</p>	<b>FMcK</b>	<b>Immediate</b>
<b>5.</b>	<b>Emerging Issues from our work</b>		
	There was discussion on the recent Accounts Commission meeting and other engagement with stakeholders.		
<b>6.</b>	<b>AOB</b>		
	There was no further business.		
<b>7.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• Work Level Review</li> <li>• Recruitment of a project officer.</li> </ul>		
<b>8.</b>	<b>Date of next meeting</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 8 March at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b>Please give your apologies to Caroline Cockburn (x1606)</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 8 MARCH 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith

Apologies: Lynn Bradley

In attendance: David Hanlon joined the meeting for **Item 7**  
Jonathan Austin (Best Companies) and David Blattman  
joined meeting for **Item 10**

		LEAD	DEADLINE
1.	<b>Minutes</b>		
	The minutes of the previous meeting of 22 February 2011, which had been circulated, were agreed as an accurate record.		
2.	<b>Accounts Commission (17 March) and Strategy Seminar (21 &amp; 22 March) agendas</b>		
	<p>Fraser introduced the Accounts Commission agenda for 17 March and the Accounts Commission Strategy Seminar agenda for 21 &amp; 22 March.</p> <p>There was discussion about the proposed changes to the approach to Local Government overview report and the proposals on Best Value audit of fire and rescue services.</p> <p>Management Team noted that the Accounts Commission would be considering proposals for audit appointments for 2011/12 to 2015/16 arising from the recent audit tender process.</p> <p>Fraser also introduced the agenda for the Accounts Commission Strategy Seminar which some members of the Management Team would be attending along with Bob and Ronnie Cleland.</p> <p>Management Team discussed the potential for further discussion with the Accounts Commission about its strategy and to inform the development of Audit Scotland's strategy and it was agreed that this should be an ongoing discussion item for Management Team and with the Accounts Commission.</p>		

<b>3.</b>	<b>Head of Agencies Visit Agenda (18 March)</b>		
	Bob talked through the itinerary for the Head of Agencies visit of Huw Vaughan Thomson, Auditor General for Wales and Kieran Donnelly, Comptroller and Auditor General on Friday, 18 March, which had been previously circulated. It was noted that the finished time for the day is 14.30hrs.		
<b>4.</b>	<b>Young Scotland Programme 2011</b>		
	There was discussion of the Young Scotland Programme 2011 invitation, which had been previously circulated.  It was agreed that PAD, BVSI and ASG should each nominate a candidate.	<b>BH FMcK FK</b>	<b>Immediate</b>
<b>5.</b>	<b>Investigation into breach of clearance protocols (Trams)</b>		
	Diane gave an update on the investigation into breach of clearance protocols on the Trams project.  Management Team noted the updated and that a final written report would be produced following the completion of the investigation.	<b>DMcG</b>	<b>March</b>
<b>6.</b>	<b>Management Team – Away Day</b>		
	Diane provided an update on discussions about the Management Team away day and it was agreed that an agenda would be circulated shortly.	<b>DMcG</b>	<b>Immediate</b>
<b>7.</b>	<b>2011/12 Budget Update</b>		
	David Hanlon joined the meeting and introduced his Budget update paper, which had been previously circulated.  There was discussion about the process for removing posts from the establishment.  Following discussion, it was agreed that 16.4 whole time equivalent posts, as detailed in appendix 1, would be deleted from the establishment as part of the 2011/12 budget setting process. All the affected posts are currently vacant.  Management Team also agreed that the 2011/12 budget would not be updated to reflect the impact of any approved VERA applications and that updates on progress of the implementation of the scheme would be included in monthly finance reports given that the departure dates and savings would begin to accrue at various points throughout the financial year.  <i>David Hanlon left the meeting</i>		

<b>8.</b>	<b>Online Expenses</b>		
	It was agreed to defer discussion on this item until the next meeting.	<b>DMcG</b>	<b>15.03.11</b>
<b>9.</b>	<b>Extension to Acting Up Position</b>		
	Fiona introduced her report on extending the acting up position for a grade B Auditor to a grade E Senior Auditor and this was approved.	<b>FK</b>	<b>Immediate</b>
<b>10.</b>	<b>Best Companies Presentation</b>		
	<p style="text-align: center;"><b><i>Jonathan Austin (Best Companies) and David Blattman joined the meeting</i></b></p> <p>Jonathan Austin joined Management Team and provided a briefing on the 2011 Best Companies process.</p> <p style="text-align: center;"><b><i>Jonathan Austin (Best Companies) and David Blattman left the meeting</i></b></p>		
<b>11.</b>	<b>AOB</b>		
<b>11.1</b>	<b>Plenary Debate</b> Bob had circulated a paper on the Plenary Debate at the Scottish Parliament and it was agreed to defer discussion to a subsequent meeting.	<b>DMcG</b>	<b>29.03.11</b>
<b>12.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• Ongoing investigation into leak</li> <li>• 2011/12 budget update</li> <li>• Best Companies process</li> </ul>		
<b>13.</b>	<b>Date of next meeting</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 15 March at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 15 MARCH 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith

Apologies: Lynn Bradley

In attendance: David Blattman joined the meeting **Item 2**  
David Hanlon joined the meeting for **Item 3**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 8 March 2011, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>VERA Scheme</b>		
	<p style="text-align: center;"><b><i>David Blattman joined the meeting</i></b></p> <p>Diane introduced the discussion of the VERA applications by initially outlining a concern raised by a long serving colleague about the definition of continuous service used in the scheme.</p> <p>Management Team considered the concern, which had been discussed during the creation of the scheme, and on reflection remained of the view that the VERA scheme, as devised, appropriately met the business needs of Audit Scotland, and treated those with service in Audit Scotland or its predecessor organisations equitably.</p> <p>Management Team reviewed the papers that had been submitted on VERA applications. There was a discussion for each business case for each individual application as well as the overview of the potential resourcing implications in each business group and across Audit Scotland of the VERA applications being considered.</p> <p>Following discussion, it was agreed:</p> <ul style="list-style-type: none"><li>• to approve 18 VERA applications.</li><li>• to recommend 2 Assistant Director VERA applications to the Remuneration Committee on 24 March 2011 for approval.</li><li>• to reject 1 VERA application.</li></ul> <p>Management Team noted that 3 VERA applications had been withdrawn.</p> <p>There is a confidential minute of the individual decisions taken.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>		

<b>3.</b>	<b>Recruitment of Fixed Term Administrator</b>		
	<p>David Hanlon joined the meeting and outlined the proposal to recruit a Fixed Term Administrator, which had been detailed in the paper which had been previously circulated.</p> <p>Management Team approved the post recruitment of a fixed term administrator.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>	<b>DH</b>	<b>Immediate</b>
<b>4.</b>	<b>Online Expenses</b>		
	<p>It was agreed to defer this item to the Management Team meeting scheduled on 5 April 2011.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>	<b>DMcG</b>	<b>05.04.11</b>
<b>5.</b>	<b>Internal Audit Reports 2010/11</b>		
	It was agreed to defer this item to the next Management Team meeting (29 April 2011),	<b>DMcG</b>	<b>29.03.11</b>
<b>6.</b>	<b>AOB</b>		
	There was no further business.		
<b>7.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• VERA applications considered and offers will be made by 18 March.</li> </ul>		
<b>8.</b>	<b>Date of next meeting</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 29 March at 10.00hrs</b> and will be held in the <b>Boardroom</b> at <b>East Kilbride</b></li> </ul> <p><b>Note</b> It was agreed to <b>cancel</b> the <b>Management Team</b> meeting on <b>22 March</b> as some members would be attending the Accounts Commission Strategy Seminar.</p> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 29 MARCH 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: None

In attendance: James Gillies, Mandy Gallacher and Alex Devlin joined the meeting, via video conference, for **Item 3**  
David Blattman joined the meeting for **Item 8**

		LEAD	DEADLINE
<b>1.</b>	<b>Welcome</b>		
	<p>Bob welcomed the Chair of the Audit Scotland, Ronnie Cleland to the Management Team meeting.</p> <p>Ronnie outlined his intention to find opportunities to engage with Management Team meetings and wider Audit Scotland colleagues and invited people to seek opportunities for him to do so.</p>	<b>ALL</b>	
<b>2.</b>	<b>Minutes</b>		
	<p>The minutes of the previous meeting of 15 March 2011, which had been circulated, were agreed as an accurate record.</p> <p>Diane tabled the confidential minute on the VERA applications that have been considered, dated 15 March 2011, which was also agreed as an accurate record.</p> <p>Diane provided an update on the VERA acceptances that had been received by the closing date and Management Team noted that 17 of the 19 colleagues offered VERA had accepted.</p> <p>Management Team noted the considerable contribution these colleagues had made to Audit Scotland and recorded its thanks, appreciation and best wishes to them.</p> <p>Management Team also recorded its thanks to the HR team and to Rachel Garnett, in particular, for her support on this project.</p>		
<b>3.</b>	<b>Freedom of Information</b>		
	<p><b><i>James Gillies, Mandy Gallacher and Alex Devlin joined the meeting via video conference</i></b></p> <p>Diane introduced a discussion on Freedom of Information and Management Team took stock of current policy and practice as it applies to audit work.</p>		

	<p>James, Alex and Mandy provided briefings on the scope of information legislation to exempt aspects of audit work from disclosure whilst it is on-going and there was discussion on the exemption that apply to material which will be published.</p> <p>Following discussion, Management Team agreed that Mandy should circulate the appropriate links to directors so that they could remind colleagues of the key principles in recording information under Freedom of Information.</p> <p style="text-align: center;"><b><i>James Gillies, Mandy Gallacher and Alex Devlin left the meeting</i></b></p>	<b>MG</b>	<b>Immediate</b>
<b>4.</b>	<b>Accounts Commission Strategy Seminar - Feedback (Perth on 21 and 22 March 2011)</b>		
	<p>Fraser provided an update on discussions at the Accounts Commission Strategy Seminar as did Barbara and Fiona.</p> <p>Management Team noted the issues of interest to the Accounts Commission and Fraser agreed to circulate the note of the meeting and actions once the Accounts Commission had considered it further.</p> <p>It was recognised that an alignment of strategy development for the Accounts Commission and Audit Scotland was critical.</p>	<b>FMcK</b>	<b>April 2011</b>
<b>5.</b>	<b>NIAO/WAO/Audit Commission Feedback (18 March 2011)</b>		
	<p>Bob provided feedback on the recent meeting of the Auditors General of Northern Ireland and Wales and the Chief Executive of the Audit Commission.</p> <p>Bob outlined some of the current issues facing the devolved audit agencies and those areas where there was scope for join working and exchange of skills.</p> <p>Barbara drew Management Team's attention to discussions about work shadowing and secondment opportunities, which she had agreed to progress across the three agencies.</p> <p>Diane relayed the messages from the Audit Commission.</p> <p>Management Team noted the key issues that had emerged from the meeting.</p>	<b>BH</b>	<b>Ongoing</b>
<b>6.</b>	<b>Plenary Debate</b>		
	<p>Bob introduced the note on the Plenary Debate on the Scottish Parliament on the work of the Public Audit Committee, which had been previously circulated.</p> <p>Management Team noted the range of positive comments about Audit Scotland's work and support of the Public Audit Committee.</p>		



	<p><b>Follow Up on Previous Recommendations</b> Management Team noted the report and discussed the actions outstanding on IT Strategy and Acceptable Use Policy. It was agreed that Lynn would prepare a briefing paper for the Audit Committee on how these would be taken forward.</p> <p><b>Business Continuity Planning</b> Management Team noted the report.</p> <p><b>Carbon Management</b> It was agreed to defer consideration of this report until the next meeting.</p> <p>Management Team considered the significant level of assurance provided by the package of internal audit work and thanked those involved in the process.</p> <p>Diane outlined the remaining items in the internal audit programme that would be presented to Management Team in advance of the Audit Committee's April meeting when the full programme of work would be considered.</p>	DMcG	05.04.11
		DMcG	05.04.11
<b>14.</b>	<b>AOB</b>		
<b>14.1</b>	<p><b>Conferences</b> There was discussion of the Public Audit during Austerity Conference and the conference on the Municipal Journal is running on audit arrangements in England.</p> <p>Management Team were asked to identify attendees and liaise with Diane.</p>	<b>ALL</b>	<b>Immediate</b>
<b>15.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• Acceptance of VERA offers by 17 colleagues.</li> <li>• Discussion of Freedom of Information as it applies to our work.</li> <li>• The feedback from various external events and events with other audit colleagues.</li> </ul>		
<b>16.</b>	<b>Date of next meeting</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 5 April at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b>Apologies</b> <b>05.04.11      BH</b></p> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 5 APRIL 2011

Present: Bob Black  
 Diane McGiffen  
 Barbara Hurst  
 Fiona Kordiak  
 Fraser McKinlay  
 Lynn Bradley  
 Russell Frith

Apologies: None

In attendance: David Hanlon and Allan Davie joined the meeting for **Item 2**  
 Alex Devlin joined meeting for **Item 3**  
 James Gillies and Simon Ebbett joined the meeting for **Items 4 & 5**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 29 March 2011, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>On-Line Expenses</b>		
	<p><b><i>David Hanlon and Allan Davie joined the meeting.</i></b></p> <p>Lynn outlined the current corporate programmes activity to identify corporate and business group needs from our systems for time recording, electronic working papers and online expenses. Lynn outlined some of the limitations and unused potential from existing systems.</p> <p>David Hanlon outlined the analytical limitations of the current expenses system. Allan Davie outlined the existing development plans of MKI to develop an expenses module that would work with the electronic working papers package.</p> <p>Management Team noted that there are various options and that implementing an online system in time for the new round of audit appointments would be desirable.</p> <p>It was agreed that Lynn, Allan and David would have further discussions with business groups about their needs and with suppliers about options and should report back with detailed recommendations by the end of April.</p> <p><b><i>David Hanlon and Allan Davie left the meeting</i></b></p>	<p><b>LB</b> <b>AD</b> <b>DH</b></p>	<p><b>April 29</b></p>
<b>3.</b>	<b>Internal Audit Report</b>		
	Alex Devlin joined the meeting and outlined the background to the two advisory reports that had been part of the internal audit programme of work.		

	<p>Management Team discussed both reports. It was agreed that the communications advisory report provided a useful perspective on ways of improving the quality and consistency of external communications, it was not necessary to elevate high risk projects into the corporate risk register. Comments on presence at client sites and messages relayed by contracted providers were noted.</p> <p>Management Team agreed to consider how to further develop its own role in supporting and providing assurance on the statement of internal controls. Fiona Kordiak agreed to provide some suggestions.</p> <p>Lynn introduced the Carbon Management report, which had been deferred from the previous meeting. It was noted that the team working on carbon management did not feel that all of the recommendations were appropriate or applicable to Audit Scotland and had set out their reasons in the management response.</p> <p>Management Team registered their concern that the advisory pieces of work did not, in general, meet expectations.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	FK/RF	
<b>4.</b>	<b>Communications Digest and Team Brief</b>		
	<p>James Gillies and Simon Ebbett joined the meeting and introduced the Communications Digest and Team Brief for April.</p> <p>Follow discussion, Management Team noted the contents of the report.</p>		
<b>5.</b>	<b>Annual Report – Briefing Note</b>		
	<p>James Gillies and Simon Ebbett briefed Management Team on the progress made so far on the Audit Scotland Annual Report.</p> <p>Simon outlined the key themes that were being developed throughout the report and thanked those who had so far provided contributions and comment. Simon asked for further case study material and Lynn agreed to discuss further some suggestions.</p> <p>Simon provided sample pages of the report design and highlighted the changes that had been made since the previous report.</p> <p>Management Team noted the timetable for the production of the report.</p> <p style="text-align: center;"><b><i>James Gillies and Simon Ebbett left the meeting</i></b></p>	Lynn/ Simon	Immediate
<b>6.</b>	<b>Trams Update</b>		
	Diane gave a verbal update on progress.		

<b>7.</b>	<b>Management Team Away Day (14.03.11) – Follow Up</b>		
	Management Team agreed to arrange a follow up session for late April.	<b>DMcG</b>	<b>April 11</b>
<b>8.</b>	<b>Rolling Conference</b>		
	Diane provided an update on the planning for events with colleagues. There was a discussion on the timing and involvement of the leadership group.  Management Team agreed that planning should continue and that a detailed report should be prepared.	<b>DMcG</b>	<b>April 11</b>
<b>9.</b>	<b>AOB</b>		
<b>9.1</b>	<b><u>Department for Communities and Local Government’s consultation paper</u></b>  Management Team noted the Department for Communities and Local Government’s consultation paper on the future of local government audit in England. It was agreed that Russell would prepare an initial briefing paper and that there should be discussion with the wider leadership group on this theme.	<b>RF</b>	<b>April 11</b>
<b>10.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• That we are considering options for online expenses to improve efficiency and improve our ability to manage and analyse spend</li> <li>• That over the previous month there was a significant volume of discussion of Audit Scotland’s work at the Parliament.</li> <li>• That work is well underway for this year’s annual report.</li> </ul>		
<b>11.</b>	<b>Date of next meeting</b>		
	The next <b>Management Team</b> meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 19 April at 09.15hrs</b> and will be held in the <b>110GS, 2<sup>nd</sup> Floor.</b></li> </ul> <p><b>Apologies:</b> 19.04.11      FMcK</p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 19 APRIL 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Lynn Bradley  
Russell Frith

Apologies: Fraser McKinlay

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 5 April 2011, which had been circulated, were agreed as an accurate record, subject to the addition of Russell's initials alongside Fiona Kordiak's on the action point at section 3.		
<b>2.</b>	<b>Annual Assurance Report on Information Security</b>		
	<p>Lynn introduced the Annual Assurance Report on Information Security, which had been previously circulated.</p> <p>Lynn highlighted the positive assurance that could be provided to the Accountable Officer on information security following the work undertaken during the year, the results of the Your Business @ Risk Survey and the assessment by information asset owners of progress made.</p> <p>Following detailed discussion, Bob thanked all those involved for their work in this area and Management Team noted the contents of the report.</p> <p>Management Team also recorded their appreciation of the contribution of Mandy Gallacher to the development of Audit Scotland's information management systems and processes and thanked her for her service over 15 years.</p>		
<b>3.</b>	<b>Audit of Sustainability</b>		
	Barbara discussed a forthcoming meeting to discuss our role in auditing sustainability. Following discussion, it was agreed that this should be used as an opportunity to explore expectations and themes for the new corporate plan.		
<b>4.</b>	<b>Corporate Risk Register</b>		
	<p>Russell introduced the Risk Register update report, which had been previously circulated.</p> <p>Following discussion, Management Team revised the risk register.</p>		

	<p>The number of risks on the Register was reduced from 26 to 24 as a result of deleting previous risk 10 in relation to the development phase of BV2 audit and slightly expanding the other BV2 risk (Risk 9) and by merging the existing risk about audit work failing to identify or warn of significant issues that it might reasonably be expected to with Risk 5 about public audit not being accepted.</p> <p><b>Main changes</b></p> <ul style="list-style-type: none"> <li>• Risk 3 – AGS and AC fail to join up well – the gross and net risks were increased from 12 to 16 and two new actions were added to address the risk</li> <li>• Risk 4 – Failure to work effectively with other scrutiny bodies – this was updated and an action added to engage with the new scrutiny bodies.</li> <li>• Risk 5 – was changed to The public audit and scrutiny regime is not widely <u>understood</u> and/or accepted and new actions added to engage with the new Parliament and its committees and to review relationship management. This allowed the previous risk about audit failing to identify issues to be deleted as both effectively addressed the issue of an expectation gap between what the public</li> <li>• Risk 9 – was slightly expanded to allow the deletion of an additional previous risk relating to the development of BV2.</li> <li>• Risk 12: “implementation of revised PAD arrangements” was removed as an action.</li> <li>• Risk 26 – “Letters to be issued in line with procurement regs setting out the reasons for unsuccessful tenderers” was moved from an action to a control. “Monitor communications with unsuccessful tenderers until appointment letters are issued following 19/05/11 Accounts Commission meeting” was added in monitoring, as a consequence of which the likelihood of the risk has been reduced from a 3 to 2, changing the total net risk to</li> </ul> <p>MT agreed that, subject to those revisions, Russell should amend the register and report it to the Audit Committee.</p>		
5.	<b>Internal Audit Annual Report</b>		
	<p>Diane introduced RMS Tenon’s Internal Audit Annual Report, which had been previously circulated.</p> <p>Management Team noted the positive assurance provided.</p>		
6.	<b>Seminars</b>		
	<p>Management Team discussed the forthcoming Young Scotland and Holyrood Summer School seminars.</p> <p>Management Team congratulated Rebecca Seidel on being accepted onto the Young Scotland programme in May.</p>		

	Following discussion, it was agreed that David Hanlon and Brian Howarth should be invited to attend the summer school, and that a third place would also be available, subject to discussion with Fraser McKinlay on his return from leave.		
<b>7.</b>	<b>Agendas</b>		
	Diane tabled the Audit Scotland Board, Audit Committee and Accounts Commission agendas.  Management Team noted the draft agendas.		
<b>8.</b>	<b>Management Team Away Day (26.04.11)</b>		
	MT agreed to focus on people and organisational development issues on the morning of the 26 <sup>th</sup> April.		
<b>9.</b>	<b>Emerging Issues from our work</b>		
	Management Team exchanged information about issues arising from audit work and engagement with stakeholders and partners.		
<b>10.</b>	<b>AOB</b>		
<b>10.1</b>	<b><u>iShare</u></b>  Lynn tabled her paper on ishare, which had been discussed with colleagues over the previous week and which set out proposals for deferring the launch of ishare.  Management Team approved the new timetable.		
<b>10.2</b>	<b><u>CIPFA Conference – Key Messages</u></b>  Management team noted the report which had been prepared by Gillian Woolman which outlined the key messages from the 2011 CIPFA Scottish Conference, which had been previously circulated.		
<b>11.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• Progress on information security</li> <li>• Revised roll out of ishare.</li> </ul>		
<b>12.</b>	<b>Date of next meeting</b>		
	The next <b>Management Team</b> meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 3 May at 09.15hrs</b> and will be held in the <b>110GS, 2<sup>nd</sup> Floor.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 3 MAY 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith

Apologies: Lynn Bradley

In attendance: James Gillies joined the meeting for **Item 2**  
David Hanlon and Alex Devlin joined the meeting for **Items 3 & 4**  
David Blattman and Jennifer Summers joined the meeting for **Items 5 & 6**  
Bruce Crosbie joined the meeting for **Item 7**  
Peter Tait joined the meeting for **Item 8**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 19 April 2011, which had been circulated, were agreed as an accurate.		
<b>2.</b>	<b>Communications Digest and Team Brief – May Preview</b>		
	James Gillies joined the meeting and introduced the Communications Digest and Team Brief for May, which had been previously circulated.		
	James updated Management Team on the publication schedule for 2011.		
	Barbara outlined plans for a guide for new MSPs and it was agreed that this should briefly detail the roles of all involved in public audit.	<b>BH</b>	<b>May 2011</b>
	Management Team noted and approved the Team Brief, and committed to reviewing the frequency and content of it in the context of <i>ishare</i> .	<b>All</b>	<b>June 2011</b>
	Management Team thanked James and the team for the briefing. <b>James Gillies left the meeting</b>		
<b>3.</b>	<b>Draft Management Accounts</b>		
	David Hanlon joined the meeting and introduced the Draft Management Accounts, which had been previously circulated, and provided a briefing on the outturn position on the year-end, the outstanding items to be resolved in relation to pension costs, and the main reasons for variance from budget and forecast.		
	Management Team noted the outturn position and the significant pension adjustments that would be required.		

	<p>Management Team noted that the outturn position demonstrated faster progress against cost reduction targets than originally planned, driven primarily by lower staffing levels, lower recruitment, training and consultancy expenditure and also the pattern of higher than budgeted income. It was noted that income variances reflected the desire of auditors to complete the final year of date accounts faster in the final year of appointment in order to start the new round of audit appointments.</p>		
<b>4.</b>	<b>Performance &amp; Financial Report – Quarter 4</b>		
	<p>Alex Devlin joined the meeting and introduced the quarter four Performance &amp; Financial report, which had been previously circulated.</p> <p>It was noted that alongside the reduction in expenditure and cost, Audit Scotland had delivered against all of its performance targets and it was also noted that the annual position on sickness absence showed a decline in the average number of sickness absence days per employee.</p> <p>Management Team noted the lower volume of correspondence in local government.</p> <p>There was discussion of the review of the performance management and reporting framework and key performance indicators as part of the new corporate plan, and it was noted that Lynn would be bring a discussion paper to Management Team in May.</p> <p style="text-align: center;"><b><i>David Hanlon and Alex Devlin left the meeting</i></b></p>	<b>LB</b>	<b>May 2011</b>
<b>5.</b>	<b>Additional Paternity Leave/Pay – Policy Change</b>		
	<p>David Blattman and Jennifer Summers joined the meeting and introduced the Additional Paternity Leave/Pay report, which had been previously circulated.</p> <p>Management Team noted the key legislative changes in this area and the adjustments to policy to provide additional clarification.</p> <p>Management Team approved the adoption of the revised policy in light of the policy change. This will be recommended to the Board.</p>		
<b>6.</b>	<b>Change to Fuel Rates for Business Travel in Private Cars</b>		
	<p>David Blattman introduced a paper recommending the Change to Fuel Rates for Business Travel in Private Cars, which had been previously circulated.</p>		

	<p>Management Team noted that HM Revenue and Customs had recently announced a upward revision to manage payments effective from 6 April 2011 with rates increasing to 45p for the first 10,000 business miles in a tax year and then 25p for each subsequent mile.</p> <p>Following discussion, Management Team noted that the cost for implementing the uprating would be approximately £4,895.</p> <p>Management Team approved the uprating of the mileage allowance. It was agreed that HR should notify staff and that it should be included in the Team Brief.</p> <p><b><i>David Blattman and Jennifer Summers left the meeting</i></b></p>	<p><b>DB/JS JG</b></p>	<p><b>Immediate Immediate</b></p>
<b>7.</b>	<b>Annual Report on Quality Monitoring and Review of ASG</b>		
	<p>Bruce Crosbie joined the meeting and introduced the Annual Report on Quality Monitoring and Review of ASG, which had been previously circulated.</p> <p>Management Team noted the range of work undertaken in Audit Services and the contribution of this Quality Report to the Annual Audit Scotland Quality Report provided to the Audit Committee.</p> <p>There was a discussion on the use of peer review across the business and the scope for involvement across business groups, e.g. in reviewing reports and follow-up work.</p> <p>There was a discussion on the quality arrangements for best value and shared risk assessments.</p> <p>Russell indicated that he and Gillian Woolman would be meeting with ICAS to discuss the potential for some independent review of Audit Services' work during 2011, and Management Team noted that Russell is due to provide a discussion paper on the quality framework for Audit Scotland for the new round of audit appointments soon.</p> <p>It was noted that refreshing the quality arrangements and framework would be a central part of the new corporate plan and was an item in which there would be considerable interest within the business groups.</p> <p>Management Team thanked Bruce for his report and briefing and it was agreed that the report should be mentioned in the Team Brief so that all business groups would be aware of the annual statement of the quality of work in Audit Services.</p> <p><b><i>Bruce Crosbie left the meeting</i></b></p>	<p><b>RF</b></p> <p><b>FK</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p>

<b>8.</b>	<b>Current Audit Issues in Councils</b>		
	<p>Peter Tait joined the meeting and introduced the Current Audit Issues in Councils, which had been previously circulated, and which would be provided as a briefing to the Financial Audit and Assurance Committee at its May meeting.</p> <p>Management Team discussed the update and key issues emerging for local government.</p> <p>Management Team thanked Peter and the team for the report and briefing.</p> <p style="text-align: center;"><b><i>Peter Tait left the meeting</i></b></p>		
<b>9.</b>	<b>Balance of work in Audit Scotland between the remits of the Accounts Commission and the Auditor General</b>		
	<p>Russell introduced his working papers, which had been circulated, on the balance of work in Audit Scotland between the Accounts Commission and the Auditor General.</p> <p>Following discussion, it was agreed to note the position set out in this analysis and that this should form the basis for further discussion linked to further briefing on the financial position of Audit Scotland.</p> <p>It was agreed that Fraser would co-ordinate a complete analysis of the range of work provided for the Accounts Commission and the Auditor General including financial audit, best value, performance audit and other work to enable comparison and this would be shared at the next Partners meeting on 9 June 2011.</p> <p>It was noted that Russell and David Hanlon would provide a briefing in advance of the budget review 2011 on the financial implications of the new audit appointments.</p>	<p><b>RF</b></p> <p><b>FMcK</b></p>	<p><b>May 2011</b></p> <p><b>May 2011</b></p> <p><b>May 2011</b></p>
<b>10.</b>	<b>Trams Update</b>		
	This item was deferred.	<b>DMcG</b>	<b>17.05.11</b>
<b>11.</b>	<b>Management Team Away Day (26.04.11) – Follow Up</b>		
	This item was deferred.	<b>All</b>	<b>10.05.11</b>
<b>12.</b>	<b>Rolling Conferences</b>		
	This item was deferred.	<b>All</b>	<b>10.05.11</b>
<b>13.</b>	<b>AOB</b>		
<b>13.1</b>	<b><u>Draft National Scrutiny Plan and Commentary Report</u></b>		
	Fraser introduced the draft of the National Scrutiny and Commentary Report, which had been circulated via email.		

	Management Team noted the updated provided by Fraser on the nature of the plan and that comment was required by the end of the week.	<b>All</b>	<b>Immediate</b>
<b>13.2</b>	<b><u>Shared Risk Assessment</u></b>  Fraser highlighted a range of areas for discussion about the future development of shared risk assessment and scrutiny planning and it was agreed that he would bring a discussion paper to Management Team during May.	<b>FMcK</b>	<b>31.05.11</b>
<b>13.3</b>	<b><u>Northern Ireland Audit Office</u></b>  Russell introduced a request from the Northern Ireland Audit Office for help with their Audit Committee.		
<b>13.4</b>	<b><u>Partners Meeting (28.04.11)</u></b>  Bob provided feedback for the Partners meeting.		
<b>13.5</b>	<b><u>Audit Scotland Board / Audit Committee (28.04.11)</u></b>  Diane provided feedback for the meeting of the Board and the Audit Committee.		
<b>14.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• Communications Digest/Team Brief</li> <li>• Additional Paternity Leave/Pay – Policy Change</li> <li>• Change to Fuel Rates for Business Travel in Private Cars.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>15.</b>	<b>Date of next meeting</b>		
	The next <b>Management Team</b> meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 10 May at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 10 MAY 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: Fiona Kordiak

In attendance: Mark Taylor, in place of Fiona Kordiak  
Anne Cairns joined the meeting for **Item 3**  
David Blattman joined the meeting for **Items 3 & 4**  
Bob Leishman joined the meeting for **Items 5 & 6**  
Angela Cullen and Peter Lodge joined the meeting for **Item 7**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 3 May 2011, which had been circulated, were agreed as an accurate.		
<b>2.</b>	<b>Year-End Carbon Management Report</b>		
	Lynn introduced the year-end carbon management report, prepared by Mandy Gallacher, which had been previously circulated. Lynn outlined the target that had been set in our carbon management programme of reducing our carbon footprint by 20 per cent (100 tonnes) by 2014, the progress that had been made in year, and the changes made to the governance arrangements for our environmental work.		
	Following discussion, Management Team welcomed the progress that had been made, and subject to minor revision, approved the annual report for presentation to the Board.	<b>LB</b>	<b>May 2011</b>
	Management Team noted that the Carbon Management Plan would be revised to reflect the changes highlighted in the report. Management Team agreed that the membership of the Carbon Scrutiny Board should be reviewed to ensure effective representation and input from across Audit Scotland, and noted the approach the responses to the internal audit advisory report.	<b>LB</b>	<b>Immediate</b>
<b>3.</b>	<b>Review of Travel</b>		
	<b>Anne Cairns and David Blattman joined the meeting.</b>		
	Lynn introduced the Review of Travel report, which had been previously circulated. Lynn explained that the purpose of the report was to generate a discussion about the scope of the next stage of this work.		
	Anne outlined the main findings of her review of costs and travel practices and the issues that she had considered.		

	<p>Anne clarified that the potential savings identified in the report were gross savings, and did not take account of the cost of compensation or contractual position on travel.</p> <p>Management Team discussed the business issues associated with delivering audit across the various regions of Scotland, the impact of Audit Scotland office locations and working culture and practices on travel and the advantages and disadvantages of the current arrangements, on the quality of service delivered, flexibility and cost.</p> <p>Following discussion, it was agreed that Lynn should meet with the Director of Audit Services, David Blattman and David Hanlon to agree how to take forward further work to review the arrangements for travel and take into the range of factors identified. It was agreed that Lynn should then prepare a further options paper setting out options for change and the net cost reductions and business risks associated with them.</p> <p>Management Team thanked Anne for her contribution.</p> <p style="text-align: center;"><b><i>Anne Cairns and Mark Taylor left the meeting</i></b></p>	<b>LB</b>	<b>TBC</b>
<b>4.</b>	<b>Abolition of the Default Retirement Age &amp; Implications for Group Life Assurance Scheme</b>		
	<p>There is a confidential minute on this matter as it contains sensitive and personal data.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>		
<b>5.</b>	<b>Further Improvements to Correspondence</b>		
	<p>Bob Leishman joined the meeting and introduced the Further Improvements to Correspondence report, which had been previously circulated.</p> <p>Bob outlined the changes that had been made to the arrangements for handling correspondence about issues of concern in bodies we audit.</p> <p>Following discussion, and on the basis of the improved performance and efficiency of the current arrangements, it was agreed to set a more challenging target for responding to correspondents. It was agreed that Bob should present further options to Management Team following further analysis of past performance.</p> <p>Management Team noted the further changes detailed in the report and thanked Bob for his work in this area.</p>		
<b>6.</b>	<b>Annual Report on Correspondence</b>		
	<p>Bob Leishman introduced the Annual Report on Correspondence, which had been previously circulated.</p>		

	<p>Management Team noted the volume of correspondence across sectors and the increasing efficiency of the service. Management Team also noted the range of sources of correspondence over the past year and the most frequent topics.</p> <p>Following discussion, Management Team noted the contents of the report.</p> <p style="text-align: center;"><b><i>Bob Leishman left the meeting</i></b></p>		
<b>7.</b>	<b>Annual Report on Working with Other Countries</b>		
	<p>Angela Cullen and Peter Lodge joined the meeting and introduced the Annual Report on Working with Other Countries report, which had been previously circulated.</p> <p>Angela introduced the report and outlined the arrangements for publication.</p> <p>Following discussion, Management Team approved the report and the plans for publication, subject to minor amendment.</p> <p style="text-align: center;"><b><i>Angela Cullen and Peter Lodge left the meeting</i></b></p>		
<b>8.</b>	<b>Internal Audit Procurement Update</b>		
	Diane gave an update on the internal audit procurement process.		
<b>9.</b>	<b>Framework for Partnership Working</b>		
	<p>Diane introduced a report on the Framework for Partnership working, which had been previously circulated.</p> <p>Following discussion, it was agreed to prepare options for revised working arrangements.</p>	<b>All</b>	<b>May 2011</b>
<b>10.</b>	<b>Corporate Management Forum (16.05.11)</b>		
	Management Team discussed the arrangements for the meeting on 16 May.		
<b>11.</b>	<b>Management Team Away Day (26.04.11) – Follow Up</b>		
	Discussion was deferred until after the meeting on 16 May.		
<b>12.</b>	<b>AOB</b>		
<b>12.1</b>	<b>UK Audit Agencies</b>		
	<p>Fraser updated Management Team on a recent meeting with the other UK audit agencies on corporate services benchmarking and outlined the options being considered for the future of the project.</p> <p>Barbara outlined a forthcoming meeting with the other UK audit agencies.</p>		

	It was agreed that Lynn would compile a note of the range of ongoing engagement with other audit agencies.		
<b>12.2</b>	<b>Heads of Agencies Meeting</b>  Bob informed Management Team that Diane would be nominated to serve on the Audit Committee of the Northern Ireland Audit Office, following a request for assistance from the Auditor General for Northern Ireland.		
<b>12.3</b>	<b>Consultations</b>  Barbara recommended that responding to consultations should be an item for discussion at a future Management Team.	<b>BH</b>	<b>June 2011</b>
<b>12.4</b>	<b>Power Failure – 110 George Street</b>  Diane provided an update on the failure of power at 110 George Street on 6 May, as detailed in the her report, which had been tabled.  It was agreed that a further discussion on arrangements should be scheduled once the summer business continuity testing and plan was complete.		
<b>13.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• Progress on carbon reduction</li> <li>• Exploratory discussion on how we travel</li> <li>• Annual report on international work.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>14.</b>	<b>Date of next meeting</b>		
	The next <b>Management Team</b> meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 17 May at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 17 MAY 2011

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: None

In attendance: David Blattman and Charlotte Allan joined the meeting for **Item 2**  
Angela Canning and Angela Cullen joined the meeting for **Item 3**  
James Gillies joined the meeting for **Item 4**  
David Henning and Lynn Russell joined the meeting for **Item 5**  
John Gilchrist joined the meeting for **Item 7**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 10 May 2011, which had been circulated, were agreed as an accurate.		
<b>2.</b>	<b>The Connect Conferences 2011</b>		
	<p>David Blattman and Charlotte Allan joined the meeting and presented the proposals for The Connect Conferences 2011 which will involve colleague across the business in shaping the direction of the next corporate plan.</p> <p>David introduced his paper, which had been previously circulated, and following discussion, Management Team approved the proposals for a series of mini staff conferences between June and September 2011 followed by a final closing event for all colleagues in October 2011.</p> <p><b><i>David Blattman and Charlotte Allan left the meeting</i></b></p>	<b>DB</b>	<b>Ongoing</b>
<b>3.</b>	<b>Development of the Performance Audit Rolling Programme</b>		
	<p><b><i>Angela Canning and Angela Cullen joined the meeting</i></b></p> <p>Barbara introduced the Development of the Performance Audit Rolling Programme report, which had been previously circulated.</p> <p>Barbara outlined the discussion that had taken place about the programme and the themes which had been identified to provide a focus for the work.</p> <p>Following detailed discussion, Management Team noted the programme that would be recommended to the Accounts Commission for approval and would then be taken to the Board for discussion at its meeting on 26 May 2011.</p>	<b>BH</b>	<b>May 2011</b>

	<p>Management Team noted the balance in the programme to respond to the current pressures in the public sector and provide coverage of key issues.</p> <p><b><i>Angela Canning and Angela Cullen left the meeting</i></b></p>		
<b>4.</b>	<b>Publication Scheme</b>		
	<p>James Gillies joined the meeting and introduced the Publication Scheme report, which had been previously circulated.</p> <p>James outlined the requirement to revise the publication scheme and highlighted changes that had been made to the previous scheme.</p> <p>Following discussion, Management Team noted some potential areas for revision and agreed to recommend the scheme to the Board.</p> <p><b><i>James Gillies left the meeting</i></b></p>	<b>DMcG</b>	<b>May 2011</b>
<b>5.</b>	<b><i>ishare</i> Demonstration</b>		
	<p><b><i>David Henning and Lynn Russell joined the meeting</i></b></p> <p>David Henning and Lynn Russell delivered a presentation and demonstration of the <i>ishare</i> project. There was discussion of the new search facility and the approaches available to share knowledge and information.</p> <p>Following detailed discussion, Management Team thanked David and Lynn for their presentation.</p> <p><b><i>David Henning and Lynn Russell joined the meeting</i></b></p>		
<b>6.</b>	<b>Annual Review of the Register of Hospitality &amp; Gifts 2010/11</b>		
	<p>Diane introduced the Annual Review of the Register of Hospitality and Gifts 2010/11, which had been previously circulated.</p> <p>Following discussion, Management Team noted the annual review.</p>		
<b>7.</b>	<b>Annual Service Quality Survey – 2009/10 FE Audits</b>		
	<p><b><i>John Gilchrist joined the meeting</i></b></p> <p>John Gilchrist introduced the Annual Service Quality Survey – 2009/10 FE Audits report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the continuing high level of satisfaction with the quality of audit service provided in the further education sector.</p> <p><b><i>John Gilchrist left the meeting</i></b></p>		

<b>8.</b>	<b>Management Team – Away Day Agenda (30.05.11)</b>		
	Management Team discussed the range of potential issues for the Management Team away day and it was agreed that Diane would discuss further with colleagues to create a set agenda for the event.	<b>DMcG</b>	<b>Immediate</b>
<b>9.</b>	<b>AOB</b>		
	There was no further business.		
<b>10.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• The Connect Conferences 2011</li> <li>• The development of the Performance Audit Programme</li> <li>• Quality Survey</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>11.</b>	<b>Date of next meeting</b>		
	The next two meetings of <b>Management Team</b> are: <ul style="list-style-type: none"> <li>• <b>Monday, 30 May at 09.00 – 17.00hrs</b> and will be held in the <b>Conference Room</b> at 18GS</li> <li>• <b>Tuesday, 31 May at 09.15hrs</b> and will be held in the <b>Conference Room</b> at 18GS.</li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 31 MAY 2011

Present: Bob Black  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: Barbara Hurst

In attendance: Angela Canning joined the meeting in Barbara Hurst's absence  
Chris Phillips and Laura Morrison from Maclay Murray & Spens joined the meeting for **Item 2**  
David Blattman joined the meeting for **Items 2, 3, 4 & 5**  
David Hanlon joined the meeting for **Items 6 & 7**  
John Gilchrist joined the meeting for **Items 10 & 12**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 17 May 2011, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Employment Law Presentation</b>		
	<p><b><i>David Blattman joined the meeting with Chris Phillips and Laura Morrison from Maclay Murray Spens</i></b></p> <p>The Management Team were joined by Chris Phillips and Laura Morrison who gave a presentation on current developments in employment law.</p> <p><b><i>Chris Phillips and Laura Morrison left the meeting</i></b></p>		
<b>3.</b>	<b>Workforce Flexibility - Options</b>		
	<p>David Blattman introduced his paper, which had been previously circulated and which explored options available to employers to increase workforce flexibility.</p> <p>Management Team considered how to maximise the benefits offered by the VERA scheme to:</p> <ul style="list-style-type: none"> <li>• accelerate plans for workforce reshaping</li> <li>• build a more flexible mix of skills and roles</li> <li>• create opportunities for career development</li> <li>• better use the skills available in the organisations.</li> </ul> <p>Following detailed discussion, Management Team agreed that in the short-term, a targeted recruitment freeze would continue, supported by external recruitment if, following the usual selection processes, there are no appointable candidates, or external adverts when specialists roles from which there would</p>		

	<p>no internal skills pool to draw, needs to be filled. It was agreed that all external recruitment campaigns would be continued to be approved by Management Team.</p> <p>Management Team agreed to advertise internally a range of vacancies and career development opportunities to support restructuring and business delivery.</p> <p>It was agreed that:</p> <ul style="list-style-type: none"> <li>• one advert, which pulls together all vacancies, should now be progressed.</li> <li>• the internal adverts for the vacancies should be set in the context of the progress being made to reshape the workforce.</li> </ul> <p>Management Team confirmed its commitment to creating a new career path for Grades B – E, taking forward one of the recommendations from the QCG report.</p> <p>Management Team considered the progress being made against the four year financial plan and it was agreed to continue with the phasing of reshaping the business as originally set out. This included a reduction of 16 posts in 2011/12, which had already been achieved – a further reduction of six posts in 2012/13 and 20 posts in 2013/14.</p> <p>It was noted that we are ahead of the planned reductions and there is still work to be done on reshaping the skill mix and grading structure in some business groups.</p> <p>Management Team agreed to continue to work through some of the potential resourcing and redeployment issues across the business before making any further adjustments to current plans.</p> <p>Management Team felt comfortable to manage the risks of the current phasing of the plan but that accelerating the plan further would generate more risks than benefits.</p> <p>It was agreed that we should further develop our suite of HR policies on internal redeployment and redundancy, should these need to be considered at a future date.</p>	<b>DB</b>	<b>June 2011</b>
<b>4.</b>	<b>Annual Performance Appraisal Report 2010/11</b>		
	<p>David Blattman introduced the paper from the Performance Development and Improvement Group, which had been previously circulated.</p> <p>Following detailed discussion, Management Team noted the considerable progress that had been made on performance appraisal and welcomed the review and report from the Performance Development and Improvement Group.</p>		

	<p>Management Team noted the coverage of the scheme, the distribution of the scores and the significant improvement in the quality of paperwork.</p> <p>Management Team thanked David and the Performance Development and Improvement Group for their work in this area and welcomed the plans for an annual meeting of those involved Performance Development and Improvement Group to consider the outcomes from the performance appraisal system.</p> <p>Management Team thanks in particular Fiona Mitchell-Knight for her leadership of the group.</p>		
<b>5.</b>	<b>Health &amp; Safety – Annual Report 2010/11</b>		
	<p>David Blattman introduced his report, which had been previously circulated and which detailed the work on behalf of the Health and Safety Committee for the period 1 April 2010 to 31 March 2011.</p> <p>Management Team noted that the report would form the basis for the Annual Report to the Audit Committee which helps support the Accountable Officer’s statement of assurance on internal controls.</p> <p>Management Team noted the progress during the year on health and safety induction for new members of staff, workstation assessments, fire warden training, first aid refresher training and training for managers in all business groups.</p> <p>Management Team noted the significant improvement in sickness absence and the benchmarking data on Audit Scotland position relative to others.</p> <p>Management Team welcomed the report and agreed that it provided strong assurance that Audit Scotland meets and often exceeds the minimum standard of health and safety for its staff.</p> <p>Management Team noted Audit Scotland’s performance in health and safety management during 2010/11 and took assurance of the governance of and the continued commitment to improving health and safety arrangements at Audit Scotland.</p> <p>The report was approved for submission to the Audit Committee on 9 June 2011.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB</b>	<b>June 2011</b>
<b>6.</b>	<b>West of Scotland Office</b>		
	<p>David Hanlon joined the meeting and introduced his paper on West of Scotland office accommodation, which had been previously circulated.</p> <p>Following discussion, it was agreed:</p> <ul style="list-style-type: none"> <li>• to exercise the lease break option on the Plaza Tower as soon as possible but no later than 31 July 2011.</li> </ul>	<b>FK</b>	<b>June 2011</b>

	<ul style="list-style-type: none"> <li>To approve the establishment of a project team to consider property options</li> <li>To identify a project sponsor from the senior management team at East Kilbride and that Audit Services should advise on project team members. The project members should be drawn from those identified on the report with confirmation from Audit Services of their nominations.</li> </ul> <p>It was agreed to prepare communication for colleagues once the project sponsor had been identified.</p>		
<b>7.</b>	<b>2012/13 Budget Process and Timetable</b>		
	<p>David Hanlon introduced his report setting out the budget timetable, which had been circulated.</p> <p>Following discussion, Management Team noted the contents of the paper, approved the revised budget preparation arrangements and timetable for 2012/13 and agreed that Directors should make budget-holders aware of the timetable and should nominate leads within their groups for the budget preparation work and confirm who those would be to David Hanlon by 14 June 2011.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>All</b>	<b>14.06.11</b>
<b>8.</b>	<b>Annual Report on the Equality Scheme</b>		
	<p>Angela Canning introduced her report on Annual Report on Audit Scotland's Single Equality Scheme, which had been previously circulated.</p> <p>Management Team noted the progress that had been made during the year including achievement of the "two ticks" accreditation, publication of four equality impact assessments and the improvements to our recruitment and selection practices.</p> <p>Management Team thanked Angela for taking on the role as Chair and thanked the group for producing a comprehensive report on progress on the Single Equality Scheme.</p> <p>Management Team approved the report for submission to the Audit Scotland Board on 9 June 2011.</p> <p style="text-align: center;"><b><i>Bob Black and Russell Frith left the meeting</i></b></p>	<b>AC</b>	<b>June 2011</b>
<b>9.</b>	<b>Recruitment of the Secretary / Business Manager to the Accounts Commission</b>		
	Fraser McKinlay introduced his report on recruitment of the Secretary/Business Manager to the Accounts Commission.	<b>FMcK</b>	<b>Immediate</b>

	Following discussion, Management Team approved the proposals to review the grading of the post and to internally advertise the post as a secondment / career development opportunity.		
<b>10.</b>	<b>Corporate Risk Register</b>		
	<p style="text-align: center;"><b><i>John Gilchrist joined the meeting</i></b></p> <p>Russell Frith rejoined the meeting and introduced his paper on the Risk Register, which had been circulated.</p> <p>Russell highlighted the main changes to risk 24 and risk 9.</p> <p>Following discussion, Management Team approved the draft Corporate Risk Register for submission to the Audit Committee at its next meeting on 9 June 2011.</p>	<b>RF</b>	<b>June 2011</b>
<b>11.</b>	<b>Update to Corporate Policies</b>		
	<p>Russell introduced his paper on update to Corporate Policies on Ethical Standards and the Code of Conduct and on the Anti-Fraud Policy, which had been previously circulated.</p> <p>Following discussion, Management Team approved the changes that had been made and it was agreed that the proposed changes on Ethical Standards and Code of Conduct should be submitted to the Board for approval and that the Board should be invited to consider the extent to which the enhances requirements should apply to Board members also.</p>	<b>RF</b>	<b>June 2011</b>
<b>12.</b>	<b>2010 Quality Report</b>		
	<p>Russell introduced the 2101 Quality Report, which had been previously circulated. Russell outlined the main findings of the report and noted the conclusion that on the basis of the arrangements in place and the activity its was reasonable to conclude that Audit Scotland and the firms continue to provide the Auditor General and the Accounts Commission with high quality work.</p> <p>Management Team noted the contents of the report and the proposals to take forward this work through the development of our corporate group and recognised the contribution the annual report makes to the framework of assurances provided annually and approved the report for submission to the Audit Committee on 9 June 2011.</p> <p style="text-align: center;"><b><i>John Gilchrist left the meeting</i></b></p>	<b>RF</b>	<b>2011</b>
<b>13.</b>	<b>Annual Report on Fraud</b>		
	<p>Diane introduced the Annual Report on Fraud, which had been previously circulated.</p> <p>Management Team noted that there were no identified or reported incidents of fraud during 2010/11.</p>	<b>DMcG</b>	<b>June 2011</b>

	Management Team approved the report for submission to the Audit Committee on 9 June 2011.		
<b>14.</b>	<b>Procurement of Internal Audit</b>		
	Diane provided a briefing to Management Team on the procurement of internal audit at Audit Scotland and outlined the timetable for the Audit Committee recommending the appointment of the preferred supplier to the Board on 9 June 2011.	<b>DMcG</b>	<b>June 2011</b>
<b>15.</b>	<b>Current Audit Issues in Health Bodies</b>		
	Fiona Kordiak introduced the report, which had been previously circulated, and it was agreed that Management Team should provide any comment or query direct to Dave McConnell.  Management Team noted the report.	<b>All</b>	<b>Immediate</b>
<b>16.</b>	<b>Current Audit Issues in Central Government</b>		
	Fiona Kordiak introduced the report which had been previously circulated, and it was agreed that Management Team should provide any comment or query direct to Mark Taylor.  Management Team noted the report.	<b>All</b>	<b>Immediate</b>
<b>17.</b>	<b>The Connect Conferences</b>		
	Diane provided an update on the latest planning for the Connect Conferences on 7 June.  Management Team noted the arrangements.	<b>DMcG</b>	<b>14.06.11</b>
<b>18.</b>	<b>Future of Scrutiny Co-ordination</b>		
	Fraser McKinlay introduced a discussion on the Future of Scrutiny Co-ordination which would be discussed at the Scrutiny Group on the 2 June and the Local Government Scrutiny Co-Ordination Strategic Group on the 8 June.  Management Team noted the paper and it was agreed to continue this item on the agenda for the next meeting.	<b>FMcK</b>	<b>14.06.11</b>
<b>19.</b>	<b>Emerging Issues from our Work</b>		
	This item was deferred.	<b>All</b>	<b>28.06.11</b>
<b>20.</b>	<b>AOB</b>		
	There was no further business.		

21.	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• VERA Scheme – Career development and promotion</li> <li>• A number of annual reports about business performance.</li> <li>• Corporate Policy changes to Ethical Standards, Code of Conduct and Anti-Fraud</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
22.	<b>Date of next meeting</b>		
	<p>The next two meetings of <b>Management Team</b> are:</p> <ul style="list-style-type: none"> <li>• <b>Monday, 30 May at 09.00 – 17.00hrs</b> and will be held in the <b>Conference Room</b> at 18GS</li> <li>• <b>Tuesday, 31 May at 09.15hrs</b> and will be held in the <b>Conference Room</b> at 18GS.</li> </ul> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 14 JUNE 2011

Present: Bob Black  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: Barbara Hurst

In attendance: Angela Canning joined the meeting in Barbara Hurst's absence  
David Blattman joined the meeting for **Items 4, 5 & 6**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 31 May 2011, which had been circulated, were approved subject to minor changes to Sections 3, 10 and 12.		
<b>2.</b>	<b>Scotland's Public Finances 2 - Draft</b>		
	<p>Bob and Angela introduced the draft report on Scotland's Public Finances 2, which had been previously circulated, and led a wide ranging discussion on the areas identified in the report and the link to the work and its implication for the work of Audit Scotland over the next few years.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• Fiona would prepare a discussion paper on how audit can further support the quality of finance reporting and transparency and help inform the development of the corporate plan</li> <li>• Fraser would prepare a briefing for Management Team on the impact on local authorities proposed changes to UK tax and benefits</li> <li>• Lynn will circulate the LASAAC guide to international financial reporting standards which was currently being finalised.</li> </ul> <p>It was agreed that Angela would arrange for Dick Gill's summary of the recommendations of the Christie Commission, to be published in late June and to be circulated to Management Team.</p>	<p><b>FK</b></p> <p><b>FMcK</b></p> <p><b>LB</b></p> <p><b>AC</b></p>	<p><b>July 2011</b></p> <p><b>August 2011</b></p> <p><b>June 2011</b></p> <p><b>June 2011</b></p>
<b>3.</b>	<b>Future of Scrutiny Co-ordination</b>		
	Fraser introduced his report on the Future of Scrutiny Co-ordination, which had been brought forward from the 31 May Management Team meeting.		

	<p>Fraser outlined the recent discussions that had taken place with the Local Government Scrutiny Co-ordination Strategic Group and the range of views the scrutiny bodies had in the areas for future development.</p> <p>Fraser agreed to circulate a further paper summarising the changes to scrutiny bodies and to set up a meeting between the Auditor General and the Chair of the Accounts Commission to further discuss some of the emerging issues.</p> <p>It was agreed that Fraser would report back to Management Team following further discussion.</p>	<b>FMcK</b>	<b>July 2011</b>
<b>4.</b>	<b>The Connect Conferences 2011 - Feedback</b>		
	<p>David Blattman joined the meeting and Management Team considered the formal and informal feedback received on the first event.</p> <p>It was agreed to make some minor amendments to the programme and to continue with the events.</p> <p>Management Team noted the positive feedback so far.</p>	<b>DB</b>	<b>June 2011</b>
<b>5.</b>	<b>HR &amp; OD Resources</b>		
	<p>David introduced his paper on HR &amp; OD Resources to support the further development of Audit Scotland.</p> <p>Following detailed discussion, Management Team approved the proposal to enhance the support for HR &amp; OD over the next two years by recruiting a Senior HR Consultant to focus on managing a service delivery.</p> <p>It was agreed that David would assess through the market whether the proposed salary at Grade E would be sufficient to attract the skills and experience required.</p> <p>Management Team noted that the plan was to support organisation development activities by re-allocating a significant proportion of David's time and all of Jenny Slessor's time to support this work and to procure organisational development expertise for specific projects on an ongoing basis.</p> <p>It was agreed that the HR &amp; OD Consultant post at Grade D should be advertised internally, in the first instance, alongside the range of roles which are due to be advertised shortly.</p> <p>Following recruitment to that post the future of the Grade B role in HR would be considered.</p> <p>Management Team was conscious of the need to follow an appropriate process for recruiting to specialist roles internally given that this issue would feature in forthcoming business restricting activities.</p>	<b>DB</b>	<b>June 2011</b>

<b>6.</b>	<b>Recruitment</b>		
	<p>It was agreed that Management Team should provide comments to David on the proposed communication to all staff to start the internally recruitment process. Management Team considered the paper from Fiona Kordiak and Russell Frith, which had been circulated outlining plans for recruitment in Audit Strategy and Audit Services following the VERA scheme.</p> <p>Management Team approved the creation of a corporate support officer role in Corporate Services again following the VERA scheme, and subject to some amendment to the job description to ensure that it would be an attractive career development opportunity for internally colleagues.</p> <p style="text-align: center;"><i>David Blattman left the meeting</i></p>	<b>All</b>	<b>June 2011</b>
<b>7.</b>	<b>Carbon Group Membership and Remit</b>		
	Management Team agreed to the membership and remit of the Carbon Group.		
<b>8.</b>	<b>MKI Proposals</b>		
	<p>Lynn introduced her paper on further issues of MKI insight, which had been previously circulated.</p> <p>Management Team noted the proposals to explore further use of the system to record time recording and expenses and noted the plans for PAG, BVSI and Audit Strategy to report back to Management Team in September 2011 on the potential for a further roll-out of electronic working papers to those business groups.</p> <p>Management Team noted the proposals on time recording and it was agreed that negotiations with MKI should continue.</p> <p>Russell indicated his interest in ensuring that the review of time recording would ensure that any time recording system would support better analysis of the use of time and Lynn provided an update on work of Alex Devlin to do this. It was agreed that Russell would have further involvement in this project.</p> <p>It was agreed that, for September, Lynn would prepare a more detailed due diligence report on MKI to consider their sustainability as a business and a more detailed report on assessing the risk management strategy for further development in this area.</p> <p>It was agreed that there should be a report back on all of these issues by September.</p>	<p><b>BH FMcK RF</b></p> <p><b>RF</b></p> <p><b>LB</b></p>	<p><b>Sept 2011</b></p> <p><b>Ongoing</b></p> <p><b>Sept 2011</b></p>

<b>9.</b>	<b>Managing External Consultations</b>		
	Following discussion, Management Team agreed to approve the guiding principles in the process as set out in the paper for managing consultations subject to reordering the principles and further clarification on the responsibilities of notifying the correspondence manager of all consultations that are undertaken.	<b>LB</b>	<b>Immediate</b>
<b>10.</b>	<b>Public Services Reform (Scotland) Act – Draft Statements on Exercise of Public Functions</b>		
	It was agreed that Management Team members should comment directly to Alex Devlin by Friday, 17 June 2011 with comments on the draft statements.	<b>All</b>	<b>17 June 2011</b>
<b>11.</b>	<b>Corporate Programmes Update</b>		
	Lynn introduced the Corporate Programmes update and highlighted the progress since the previous quarterly report and outstanding issues on resourcing.  It was agreed to have further discussion on this at the next Management Team meeting on 28 June 2011 when Lynn would outline in detail the particular resource requirements that she had.  Management Team noted the progress and scheduled further discussion in two weeks time.	<b>LB</b>	<b>28 June 2011</b>
<b>12.</b>	<b>Management Team – Outstanding Action Points</b>		
	Diane tabled the list of outstanding action points from their meetings and it was agreed that Management Team members would provide updates to Caroline Cockburn to enable business to be managed smoothly.	<b>All</b>	<b>June 2011</b>
<b>13.</b>	<b>Management Team Away Day (30.05.11) Follow Up</b>		
	It was noted that Management Team should circulate briefing notes of the areas agreed on the day.	<b>All</b>	<b>June 2011</b>
<b>14.</b>	<b>AOB</b>		
	Diane and Russell provided a report back on the recent Audit Scotland Board and Audit Committee meetings.  Diane and Fraser provided an update on the recent meeting of the Audit Partners and the revisions to the Framework for public audit and the revised arrangements for approving joint reports.  Fraser provided an update on the ACPOS Conference which had been held recently. It was noted that Miranda Alcock is preparing a note on the topic.		

	Management Team noted the arrangements for consultancy support on the corporate strategy and agreed to fund this from the management contingency fund.		
<b>15.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• Internal Recruitment campaign.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>16.</b>	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"> <li>• <b>Tuesday, 28 June at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 28 JUNE 2011

Present: Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley

Apologies: Bob Black  
Russell Frith

In attendance: None

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 14 June 2011, which had previously been circulated, were approved.		
<b>2.</b>	<b>Outcome of the BVSI Organisational Review</b>		
	<p>Fraser introduced his report on the outcome of the BVSI organisational review report, which had been previously circulated.</p> <p>Fraser discussed the background to the review and the process for creating clearer aims and objectives, roles and remits and skills and competencies for the newly formed BVSI group.</p> <p>Following discussion, Management Team welcomed the report and commended the team on the work that had been done on the review.</p> <p>Management Team noted that the areas still under consideration are:</p> <ul style="list-style-type: none"><li>• Resourcing of shared risk assessments</li><li>• Responses to the Christie Commission.</li><li>• Further work on internal and external stakeholder and relationship management.</li></ul> <p>Management Team welcomed the progress made.</p>		
<b>3.</b>	<b>Corporate Plan</b>		
	<p>Diane outlined the progress made in developing the next Corporate Plan following discussions with leadership group members and feedback from colleagues at The Connect Conferences.</p> <p>Management Team noted that feedback of the strategy map would take place on 29 July, with a briefing to the Board in August working to have a final plan for approval at the September Board meeting.</p>		

	Management Team discussed the development of a new vision or mission statement for Audit Scotland.		
<b>4.</b>	<b>The Connect Conferences 2011 - Feedback</b>		
	Diane tabled the feedback received so far from the second Connect Conference.  Management Team welcomed the feedback and discussed the issues raised on the day.		
<b>5.</b>	<b>Management Team</b>		
	Management Team considered the outstanding actions and it was agreed that revisions should be proposed to Caroline Cockburn so that completed actions could be deleted for the second half of the year.	<b>All</b>	<b>July 2011</b>
<b>6.</b>	<b>Corporate Programmes Update (Continued from Previous meeting)</b>		
	Lynn provided a verbal update on the resourcing issues for corporate programmes and it was agreed that a further programme update and request for resources would be considered at the Management Team meeting on 19 July.		
<b>7.</b>	<b>3 to 2 Office Merger</b>		
	Fraser provided an update of the progress in appointing a contractor to undertake the work and on the timelines for completing the office moves.  Management Team welcomed the progress and the update.		
<b>8.</b>	<b>Emerging Issues from our Work</b>		
	Management Team discussed current issues emerging from audit work.		
<b>9.</b>	<b>AOB</b>		
<b>9.1</b>	<b><u>Briefing on Health Accounts</u></b>  Management Team received a briefing from Fiona Kordiak on progress in completing the audit of health accounts, due to be signed off on the 30 June.  Management Team discussed the progress made by Audit Services on the work and Fiona agreed to share Management Team's appreciation of the excellent progress made to all those involved.		

<b>10.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• Briefing on Health Accounts</li> <li>• Outcome of the BVSJ Organisation Review</li> <li>• Feedback from second Connect Conference</li> <li>• Priorities for the next Corporate Plan</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>11.</b>	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 19 July at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 19 JULY 2011**

Present: Bob Black  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay (Items 1, 2 & 6.2)  
Lynn Bradley  
Russell Frith

Apologies: Diane McGiffen

In attendance: Fiona Mitchell-Knight and David Blattman joined the meeting for **Item 2**  
Angela Cullen joined the meeting for **Items 3 and 4**  
Anne Macdonald joined the meeting for **Item 3**  
David Hanlon joined the meeting for **Item 5**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 28 June 2011, which had previously been circulated, were approved.		
<b>2.</b>	<b>BV Review of the ASG Professional Trainee Scheme</b>		
	<i>Fiona Mitchell-Knight and David Blattman joined the meeting</i>  There is a confidential minute for this item.		
<b>3.</b>	<b>Edinburgh Trams Update</b>		
	There is a confidential minute for this item.	<b>AM</b>	
<b>4.</b>	<b>Applying Lean Thinking Methodology in Audit Scotland</b>		
	Angela Cullen joined the meeting and introduced this paper outlining the initial approach being proposed.  Management Team agreed that lean thinking had the potential to be a useful tool and endorsed the proposal in the paper for a small number of staff to be trained in the approach and for pilot projects to be undertaken.	<b>AC</b>	
<b>5.</b>	<b>Insurance Premium Renewals – 1 July 2011</b>		
	David Hanlon joined the meeting to discuss this paper.  Management Team congratulated David and the team on the significant reduction in cost that had been achieved whilst maintaining levels of cover.		

6.	<b>AOB</b>		
6.1	<p><b><u>Corporate Services – Maternity Cover (Communications)</u></b></p> <p>Management Team considered by e-mail a paper from the communications manager requesting approval for maternity cover for Communications Officer Fiona McCall, and for the post to be advertised internally, and externally online. This was approved.</p>		
6.2	<p><b><u>Meeting between Commission Chair and Mr Swinney</u></b></p> <p>Management Team noted the meeting due to take place later in the day and gave some comments on the areas for discussion.</p>	<b>FM/K</b>	
7.	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• BV Review of ASG Professional Trainee Scheme</li> <li>• Update on Trams project</li> <li>• Discussion on lean thinking</li> <li>• Reduction of cost of insurance</li> </ul>	<b>RF</b>	<b>Immediate</b>
8.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 26 July at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 26 JULY 2011**

Present: Bob Black  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: Barbara Hurst

In attendance: Angela Cullen attending the meeting in absence of Barbara Hurst  
Allan Davie joined the meeting for **Item 4**  
David Hanlon joined the meeting for **Item 8**  
Alex Devlin joined the meeting for **Item 8 & 9**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 19 July 2011, which had previously been circulated, were agreed, subject to revisions at Item 2.	<b>RF</b>	
<b>2 &amp; 3</b>	<b>Revised Corporate Programmes Audit Scotland Organisational Development Plan</b>		
	Lynn introduced her paper on reviewing and updated priorities for the corporate programme activities.  Management Team considered, in detail, the range of projects underway and the options for prioritising programmes as outlined in the paper.  It was agreed that the reporting from corporate programmes and organisational development work would be aligned together in one report to Management Team.	<b>LB</b>	<b>05.08.11</b>
	Management Team confirmed that it would act as a programme board and would identify Management Team meetings for this suite of work.  There was discussion of the need for additional resources to support the programme and it was agreed to consider the request as a development opportunity following the current recruitment round.  It was agreed that Lynn would amend Appendix A on corporate programmes and make the amendments discussed, which were:  <ul style="list-style-type: none"> <li>• identify lead people for each one</li> <li>• update the timescales where applicable.</li> </ul> Management Team considered the Investing in our People draft organisation development plan which had been circulated to accompany the revised corporate programmes approach.	<b>DMcG</b>	<b>02.08.11</b>

	<p>It was agreed that:</p> <ul style="list-style-type: none"> <li>• further work would be undertaken to align all of this work and incorporate it into the corporate plan, where appropriate</li> <li>• separate plans would be provided</li> <li>• documents would be prepared for circulation to colleagues.</li> </ul>	<b>LB</b>	<b>Aug 2011</b>
<b>4.</b>	<b>ISG Resource Planning</b>		
	<p>Allan Davie joined the meeting to introduce his paper on ISG Resource Planning, which had been previously circulated.</p> <p>Following discussion, Management Team approved the flexibility and resources required and encouraged Allan to take early action to resource the project effectively to prevent slippage.</p> <p style="text-align: center;"><b><i>Allan Davie left the meeting</i></b></p>	<b>AD</b>	<b>Immediate</b>
<b>5.</b>	<b>Annual Review of Impact in ASG</b>		
	<p>Gillian Woolman joined the meeting and introduced the Annual Review of Impact in Audit Services Group report, which had been previously circulated.</p> <p>Management Team discussed the report in detail and welcomed the progress made in capturing the wider impact of the work of Audit Services on top of the assurance provided through the audit work on pensions and the contributions to local area networks and assessing the financial health of organisations.</p> <p>Management Team commended Gillian and the Audit Services Group for both their work on the report and for the range of areas where additional value was being provided through the audit. Management Team noted the arrangements for prioritising the review of colleagues and for further developing the project.</p> <p>Diane reminded Management Team that a new Chair for the Corporate Impact Group had to be identified. It was agreed to revisit the role of the Corporate Impact Group and potential links with the new Quality Group in order to streamline and simplify where possible, arrangements for working groups.</p> <p style="text-align: center;"><b><i>Gillian Woolman left the meeting</i></b></p>	<b>DMcG</b>	<b>Aug 2011</b>
<b>6.</b>	<b>Christie Commission Report – Briefing and Key Issues</b>		
	<p>Angela Cullen introduced a paper from Dick Gill on the Christie Commission report.</p> <p>Management Team discussed the range of recommendations made in the report and Fraser provided feedback on the recent meeting by the Chair and Deputy Chair of the Accounts Commission with the Cabinet Secretary for Finance, Employment and Sustainable Growth.</p>		

	<p>Following discussion, it was agreed that this would be an item for further discussion at the Management Team away day on 5 August on how Audit Scotland's responds to the Christie Commission Report.</p> <p>Management Team would focus on:</p> <ul style="list-style-type: none"> <li>• the potential audit response to a greater focus on outcomes</li> <li>• improved partnership working to the issues raised in the report for Audit Scotland</li> <li>• recommending the additional actions that could be taken through our work to support a focus on performance improvements.</li> </ul>		
<b>7.</b>	<b>Public Service Delivery in Scotland: Towards 2020</b>		
	<p>Bob introduced his report on a project being undertaken in a personal capacity to support public service delivery in Scotland.</p> <p>Management Team noted the project and the timetable.</p>		
<b>8.</b>	<b>Performance and Financial Update – Quarter 1 Report 2011/12</b>		
	<p><i>Alex Devlin and David Hanlon joined the meeting</i></p> <p>David provided an overview of the financial performance for quarter one and Alex provided an update on business performance.</p> <p>It was agreed to return in more detail to this item at the next Management Team meeting (02.08.11).</p>	<b>DH</b>	<b>02.08.11</b>
<b>9.</b>	<b>Audit Scotland's Terms and Conditions for the provision of Goods and Services</b>		
	<p>Alex introduced his paper on the revised terms and conditions for the provision of goods and services at Audit Scotland.</p> <p>Following discussion, Management Team approved this revised contract.</p>		
<b>10.</b>	<b>Management Team – Agenda 5 August and Outstanding Action Points</b>		
	<p>Management Team discussed the forthcoming Corporate Management Forum meeting (29.07.11) and the agenda for the Management Team away day on the 5 August.</p>		
<b>11.</b>	<b>Emerging Issues from our Work</b>		
	<p>This item has been deferred.</p>		

12.	<b>Key messages to colleagues</b>		
	<p>It was agreed that the key messages to colleagues would be:</p> <ul style="list-style-type: none"> <li>• Audit Services Impact Report</li> <li>• Discussion of the Christie Commission</li> <li>• Creation of new terms and conditions for contracts of goods and services.</li> </ul>		
13.	<b>AOB</b>		
13.1	<p><b><u>Shared Services in the Public Sector</u></b></p> <p>Fraser invited comment on his article on Shared Services in the Public Sector and it was agreed to return to this at the next Management Team meeting (02.08.11)</p>	<b>FMcK</b>	
14.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 2 August at 09.15hrs</b> and will be held in the <b>Boardroom at 110GS. Ronnie Cleland</b> and <b>John Maclean</b> will join the meeting.</li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 2 AUGUST 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay (joined the meeting at Item 8)  
Lynn Bradley  
Russell Frith

Apologies: None

In attendance: Ronnie Cleland, Chair Audit Scotland Board  
John Maclean, Chair of the Audit Committee  
Craig Wright, Alistair Hewitson, Audrey Cowan and Kirsty Anderson from BDO LLP joined the meeting for **Item 2**  
Alex Devlin joined the meeting for **Item 2**  
David Hanlon joined the meeting for **Item 3**  
James Gilles joined the meeting for **Item 6**  
Peter Tait and Dave Richardson joined the meeting for **Item 8**

		LEAD	DEADLINE
	<b>Welcome</b>		
	Diane welcomed Ronnie Cleland and John Maclean to the meeting.  Diane advised that Fraser would be joining the meeting later.		
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 26 July, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>New Internal Auditors</b>		
	Craig Wright, Alistair Hewitson, Audrey Cowan and Kirsty Anderson from BDO LLP and Alex Devlin joined the meeting.  BDO LLP gave a presentation which introduced the firm and their approach to the appointment as Audit Scotland's new internal auditors.  Following discussion, John Maclean thanked the internal auditors for their presentation and it was noted that Management Team members and others colleagues were meeting with Craig and his team throughout the day as part of the induction programme for them.  <b>John Maclean, Alex Devlin and the internal auditors left the meeting</b>		

<b>3.</b>	<b>Performance and Financial Update – Quarter 1 Report</b>		
	<p>David Hanlon joined the meeting and introduced the Performance and Financial Update for quarter one, which had been previously circulated, and initially discussed at the previous meeting.</p> <p>Following further discussion, Management Team noted the financial performance for quarter one.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>4.</b>	<b>Shared Services in Public Sector</b>		
	This item was deferred.	<b>FMcK</b>	<b>Sept 11</b>
<b>5.</b>	<b>Audit Procurement Strategy – Post Tender Review</b>		
	<p style="text-align: center;"><b><i>John Maclean re-joined the meeting</i></b></p> <p>Russell introduced his report on the Audit Procurement Strategy Post Tender Review, which had been previously circulated.</p> <p>Management Team discussed the contents of the report and provided feedback and comment to Russell on how it should be revised for presentation to the Board on 18 August.</p>	<b>RF</b>	<b>11.08.11</b>
<b>6.</b>	<b>Communications Digest and Team Brief – August Review</b>		
	<p>James Gillies joined the meeting and introduced the August review of the Communications Digest and Team Brief, which had been previously circulated.</p> <p>Following discussion, Management Team noted the report.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>		
<b>7.</b>	<b>Correspondence Summary</b>		
	Management Team noted the report for the first quarter on correspondence.		
<b>8.</b>	<b>Reporting of Financial Ratios in Local Government Audit Reports</b>		
	<p><b>Fraser McKinlay joined the meeting</b></p> <p>Peter Tait and Dave Richardson joined the meeting and introduced the Financial Ratios in Local Government audit reports, which had been previously circulated.</p> <p>Management Team discussed the origin and development of the ratios and the progress that had been made in the area of this work.</p>		

	<p>There was discussion of the potential to develop further ratios for other sectors, and Fiona and Russell will consider this and report back to Management Team.</p> <p>Following discussion, Management Team noted the report and the proposed use of the financial ratios in the Local Government Audit reports and the Local Government Overview report. It was agreed that these would be discussed at the next sector meeting of all appointed auditors.</p> <p>Management Team thanked Peter and Dave for their work on this project.</p> <p style="text-align: center;"><b><i>Peter Tait and Dave Richardson left the meeting</i></b></p>	<p><b>FK/RF</b></p> <p><b>RF</b></p>	<p><b>Sept 11</b></p> <p><b>28.09.11</b></p>
<b>9.</b>	<b>Corporate Plan / Strategy Map (Follow up from Corporate Management Forum discussion on 29 July)</b>		
	<p>Diane tabled the latest revisions to the Corporate Plan / Strategy Map following the Corporate Management Forum discussion on 29 July.</p> <p>Management Team commented on the useful progress that had been made in the July meeting and that this update would now be used at the Connect Conferences.</p>		
<b>10.</b>	<b>Christie Commission</b>		
	<p>Fraser provided a verbal update of discussions with the Accounts Commission and Scottish Government following publication of the Christie Commission.</p> <p>There was discussion of the potential for audit to support better performance, monitoring and management of partnerships. Management Team noted the arrangements for preparing a draft paper for discussion with the Accounts Commission who had been asked to lead the development of thinking with the Auditor General and scrutiny partners on how the development on the potential for audit to contribute in this area. Management Team noted the ongoing work.</p> <p>It was noted that Barbara was preparing a paper for the Board on the 18 August to highlight the issues from the Christie Commission with relevance to Audit Scotland. Management Team were invited to provide further comment to Barbara on the draft.</p>	<b>BH</b>	<b>11.08.11</b>
<b>11.</b>	<b>The Connect Conferences 2011</b>		
	<p>There was a discussion of the issues raised at the recent round of Connect Conferences. Management Team noted the issues for concern to staff and the general positive feedback about the priorities in the strategy map.</p>		

12.	<b>AOB</b>		
	Ronnie welcomed closer engagement with the Management Team and reminded colleagues that he would be very keen to attend any relevant meetings with colleagues at any point.		
13.	<b>Key messages to colleagues</b>		
	<p>It was agreed that the key messages to colleagues would be:</p> <ul style="list-style-type: none"> <li>• The Connect Conferences</li> <li>• Corporate Plan / Strategy Map</li> </ul>		
14.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 16 August</b> at <b>09.15hrs</b> and will be held in the Boardroom at 110 George Street.</li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 16 AUGUST 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Russell Frith

Apologies: Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley

In attendance: Angela Cullen  
Antony Clark  
David Hanlon  
David McConnell

		<b>LEAD</b>	<b>DEADLINE</b>
<b>1.</b>	<b>Minutes</b>		
	The minutes of the previous meeting of 2 August, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>2012/13 Budget Review</b>		
	<p>David Hanlon introduced the draft budget proposals which had been developed following detailed discussion and preparation with each business group.</p> <p>David outlined the main themes and messages and there was discussion on what was included in the budget and where provisions still need to be made.</p> <p>Following detailed discussion each business group presented their three year budget proposals and papers were tabled from Audit Services, Best Value Scrutiny Improvement, Corporate Services and Performance Audit Group.</p> <p>Management Team noted that the budget papers demonstrated that year two of the four year financial plan was on target to be delivered and that there were options to consider further adjustments to the plan.</p> <p>Russell tabled a series of slides to discuss the options for the Fee Strategy across all sectors and there were detailed discussion on the options in the paper.</p> <p>Following discussion, it was agreed to present the main themes to the Board on 18 August 2011 along with the revised set of options on the Fee Strategy.</p>	<b>DH/RF</b>	<b>11.08.11</b>

3.	<b>Key messages to colleagues</b>		
	<p>It was agreed that the key message to colleagues would be:</p> <ul style="list-style-type: none"> <li>• Management Team reviewed the budget proposals for 2012/13 and, although the budget is still being finalised, recognised that significant progress had been made towards the four year financial plan.</li> </ul>		
4.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 23 August at 09.15hrs</b> and will be held in the <b>Boardroom at Osborne House.</b></li> </ul> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 23 AUGUST 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Russell Frith  
Lynn Bradley

Apologies: Fiona Kordiak  
Fraser McKinlay

In attendance: Fiona Mitchell-Knight and David Blattman joined the meeting for *Item 2*  
Antony Clark joined the meeting for *Item 4*

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 16 August 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Professional Training Scheme – Transitional arrangements</b>		
	<p><b><i>Fiona Mitchell-Knight and David Blattman joined the meeting.</i></b></p> <p>Bob Black outlined recent discussions he had held with Fiona Mitchell-Knight and CIPFA over the future provision of the professional training scheme.</p> <p>Diane and Barbara outlined the feedback from the recent Connect Conference from those affected by or interested in the proposed changes to the scheme.</p> <p>Following discussion, Management Team reviewed the transitional arrangements originally proposed and agreed to offer great choice to those who had not yet started their professional training and that Fiona and David should meet with all other trainees to review transitional support arrangements.</p> <p>Management Team acknowledged all the work that Fiona and the Audit Services Management Team and put into the review of professional training, and welcomed the opportunity to reflect further on enhancing the transitional arrangements following feedback. It was agreed to progress this during Fiona Kordiak's absence because of the immediate deadline for some of the alternative options.</p> <p><b><i>Fiona Mitchell-Knight and David Blattman left the meeting.</i></b></p>	<b>FMK/ DB</b>	<b>Immediate</b>

<b>3.</b>	<b>Connect Conferences</b>		
	Diane and Barbara provided further feedback on the recent connect conferences and it was noted that there appeared to be diverging practice on team meetings across the business. It was agreed to consider this further once the final conferences had been held.	<b>All</b>	<b>Sept 2011</b>
<b>4.</b>	<b>Preliminary Paper by the Accounts Commission: Supporting continuous improvement within Community Planning Partnerships</b>		
	<p>Antony Clark introduced the draft paper by the Accounts Commission on supporting continuous improvement within community planning partnerships, which had been previously circulated.</p> <p>Following discussion, it was agreed that the substantive comments on the draft were to:</p> <ul style="list-style-type: none"> <li>• clearly separate the policy options open to Government and the potential for audit to support better partnership working and accountability.</li> <li>• be explicit that the key proposition is a pilot to be undertaken within existing resources and that any extension of that pilot would have implications for Audit Scotland's current resourcing and priorities and would require discussion with the Audit Scotland Board.</li> </ul> <p>It was agreed that Antony would incorporate these into a final draft for discussion with the Accounts Commission.</p> <p>It was noted that Bob was meeting with John Baillie, Chair of the Accounts Commission on Thursday (25.08.11) to discuss the final draft.</p>	<b>AC</b>	<b>Immediate</b>
<b>5.</b>	<b>Scheme of Delegation</b>		
	<p>Diane introduced proposed revisions to the Scheme of Delegation, which had been previously circulated, following an annual review.</p> <p>Following discussion, Management Team agreed to recommend the revisions to the Board.</p> <p>Barbara asked whether the limits in place for competitive tenders could be reviewed. It was agreed that this would be considered in September.</p>	<b>DMcG</b>	<b>Sept 2011</b>
		<b>DMcG</b>	<b>Sept 2011</b>
<b>6.</b>	<b>Best Companies Survey</b>		
	Diane introduced the timetable for registering for the Best Companies Survey during 2011, which had been previously circulated.		

	Following discussion, during which Management Team considered the benefits that the feedback from the survey had brought, and the benefits of routine annual collection of feedback from a survey, to supplement other ongoing feedback, Management Team agreed to register for the survey again.	<b>DMcG</b>	<b>Sept 2011</b>
<b>7.</b>	<b>Young Scotland Programme</b>		
	Management Team discussed the invitation for colleagues to take part in the Young Scotland Programme.  Barbara agreed to sponsor one of her team to participate, following the benefits of participating in this year's event.	<b>BH</b>	<b>Immediate</b>
<b>8.</b>	<b>2012 Proposed meeting dates</b>		
	Management Team noted the proposed meeting dates, which had been previously circulated, and it was agreed that these would be revised to reflect that Management Team does not meet in the same week as the Corporate Management Forum.	<b>DMcG</b>	<b>Immediate</b>
<b>9.</b>	<b>Audit Scotland Board meeting</b>		
	Diane and Bob provided feedback on the recent meeting of the Audit Scotland Board.		
<b>10.</b>	<b>AOB</b>		
	There was no other business.		
<b>11.</b>	<b>Key messages for colleagues</b>		
	It was agreed that the key messages were: <ul style="list-style-type: none"> <li>• Feedback from the recent Connect Conferences,</li> <li>• Further discussion of the implementation arrangement for the changes to the professional training scheme and the discussion on auditing partnerships and outcomes.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>12.</b>	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"> <li>• <b>Tuesday, 30 August</b> at <b>09.15hrs</b> and will be held in the <b>Boardroom</b> at <b>110 George Street</b>.</li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 30 AUGUST 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: Fiona Kordiak

In attendance: David Hanlon joined the meeting for **Item 2**  
Martin Walker joined the meeting for **Item 3**  
Allan Davie joined the meeting for **Item 4**  
David Blattman joined the meeting for **Item 7**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 23 August 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Budget Update</b>		
	<p>David Hanlon joined the meeting and tabled an updated budget report.</p> <p>There was detailed discussion of:</p> <ul style="list-style-type: none"> <li>• Training budgets</li> <li>• Legal &amp; Professional Fees incl. Consultancy</li> <li>• Vacancy factor</li> <li>• Staffing profiles</li> <li>• Restructure costs</li> <li>• Fee and SCPA funding assumptions.</li> </ul> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>DH</b>	<b>Sept 2011</b>
<b>3.</b>	<b>Knowledge Management in Audit Scotland</b>		
	<p>Martin Walker joined the meeting and introduced the Knowledge Management report, which had been previously circulated.</p> <p>Management Team reflected on the recent discussion with the Corporate Management Forum about the paper, and the positive reaction to it.</p> <p>Following discussion, Management Team approved the work outlined in the paper, and it was agreed that Lynn would liaise with Directors to identify leads for each of the work strands. It was agreed that Diane would lead on communication.</p>	<p><b>LB</b></p> <p><b>DMcG</b></p>	<p><b>Immediate</b></p> <p><b>Sept 2011</b></p>

	<p>Management Team thanked Martin for his work on this and welcomed his continuing commitment to implementing the ideas set out in the report.</p> <p style="text-align: center;"><b><i>Martin Walker left the meeting</i></b></p>		
<b>4.</b>	<b>Re-introduction of Employee ID Cards</b>		
	<p>Allan Davie joined the meeting and introduced the Re-introduction of Employee ID Cards report, which had been previously circulated.</p> <p>Allan outlined the security benefits for information security standards and personal security benefits from identity cards.</p> <p>Following discussion, Management Team approved the introduction of identity cards for all employees.</p> <p style="text-align: center;"><b><i>Allan Davie left the meeting</i></b></p>		
<b>5.</b>	<b>Accounts Commission meeting</b>		
	<p>Fraser provided an update on Accounts Commission business, which had been wrongly listed on the agenda as Strathclyde Partnership for Transport report, which was one of the items the Commission would be considering.</p> <p>Management Team noted the update.</p>		
<b>6.</b>	<b>Local Government Scrutiny Co-ordination Strategic Group draft workshop agenda for 22 September</b>		
	<p>Fraser introduced the workshop agenda for the Local Government Scrutiny Co-ordination Strategic Group for their meeting on 22 September, which had been previously circulated.</p> <p>Management Team noted the agenda for the forthcoming workshop.</p>		
<b>7.</b>	<b>Initial discussion about the Connect Conferences 2011 autumn event</b>		
	<p>David Blattman joined the meeting to discuss the Connect Conferences 2011 autumn event.</p> <p>Following discussion, Management Team agreed that David should proceed to identify a venue and suitable date for the event and report back to an early Management Team meeting.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB</b>	<b>Sept 2011</b>

8.	<b>AOB</b>		
	There was no other business.		
9.	<b>Key messages for colleagues</b>		
	<p>It was agreed that the key messages were:</p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• Knowledge Management</li> <li>• Connect Conference Autumn Event</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
10.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 13 September at 09.15hrs</b> and will be held in the <b>Boardroom</b> at <b>Osborne House</b>.</li> </ul> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 13 SEPTEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: None

In attendance: David Hanlon joined the meeting for **Item 2**  
Angela Cullen and Peter Lodge joined the meeting for **Item 6**  
John Gilchrist joined the meeting for **Item 7**  
David Blattman joined the meeting for **Items 8 & 9**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 30 August 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Budget &amp; Fee Update</b>		
	<p>David Hanlon joined the meeting and he and Russell introduced an updated on the budget preparations.</p> <p>There was detailed discussion of the revision to the vacancy factor in the budget and its implications for Audit Services.</p> <p>Management Team recognised that the revision downwards vacancy factor had impact on the Audit Services' budget for temporary and agency staff, although taken together Audit Services' staff budget and agency budget combined to provide 100% resourcing Audit Services work.</p> <p>It was agreed that the adjustment made by the timing and phasing of the revision to the balance of permanent staffing and agency staffing that constitutes to the Audit Services' budget should be considered to ensure that Audit Services had the resources in place in advance of need.</p> <p>It was further agreed that Fiona would revisit her workforce plans to consider whether the resourcing levels continue to provide for the work required, particularly to support collaborate working across business groups and for career development.</p> <p>It was also agreed that £95k would be earmarked from the management contingency fund to be available to support collaborative working across business groups, where the barrier to making that happen is resourcing to back-fill and free up colleagues.</p>	<b>FK</b>	<b>Sept 2011</b>

	<p>Fiona reminded Management Team that there is an appetite for secondments in to the Audit Services Group from other business groups and it was agreed that opportunities for this should be considered across all the other business groups and would form part of the work that Fiona is leading on development more comprehensive workforce planning to support the business objectives of the collaboratively working.</p> <p>Russell led a discussion on the phasing and timing of fee reductions and on the opportunity to adjust the resourcing model for audits.</p> <p>It was agreed that it would be preferable for all bodies (except FE Colleges) to receive some reduction in fees and that the budget modelling would therefore assume a minimum reduction of 3.25% in line with the average reduction indicated last year. The rest of the savings available would be used to reduce the fees of larger bodies. FE Colleges would receive neither decrease or increase in fees which would allow us to substantially recover the direct costs of those audits.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>3.</b>	<b>Internal Audit Recommendations – Assurance Map</b>		
	<p>Diane introduced the paper on the Assurance Map, which had been prepared by Alex Devlin and previously circulated.</p> <p>Management Team agreed to adopt the assurance internal control checklist on a pilot basis and that all business groups would complete it by the end of the year in order to support the internal assurance statements this year and assess the extent to which the checklist is fit for purpose.</p> <p>It was further agreed that at each discussion of the quarterly corporate risk register there would be a discussion of the key business risk in each business group.</p> <p>Management Team agreed to the recommendations in the report not to priorities controls in the risk register and Management Team approved the recommendations in the report and the report was agreed subject to further revision to be presented to the Audit Committee at its next meeting.</p>	<b>All</b>	<b>Dec 2011</b>
<b>4.</b>	<b>Internal Audit Recommendations – Progress Report</b>		
	<p>Diane introduced this report which had been prepared by Alex Devlin and previously circulated.</p> <p>Following discussion, it was agreed that Lynn would update the comments on the IT ongoing actions and Fiona would update the comments on the electronic working papers package.</p>	<b>LB/FK</b>	<b>Sept 2011</b>

5.	<b>Personal Data Incident/Loss</b>		
	<p>Diane introduced the report on two personal data incident losses, which had been previously circulated.</p> <p>Management Team noted the incidents and the actions arising from them and that these would be reported to the Audit Committee at its next meeting.</p>	<b>DMcG</b>	<b>29.09.11</b>
6.	<b>International Steering Group Update</b>		
	<p><b>Angela Cullen and Peter Lodge joined the meeting.</b></p> <p>Angela introduced the update report on International Steering Group.</p> <p>Following discussion, Management Team agreed to approve one delegate to attend the EURORAI seminar, subject to a completed business case that approved by the Chair of the Steering Group.</p> <p>There was a discussion about the importance of the international work in informing our awareness of other models for public audit and our approach to continuous improvement.</p> <p>Angela noted that this would be her last meeting as Chair of the International Steering Group as Dave McConnell would be taking over this role.</p> <p>Diane thanked Angela on behalf of Management Team for her work in taking the international strategy and support for its forward and handing the work over in such good shape.</p> <p style="text-align: center;"><b><i>Angela Cullen and Peter Lodge left the meeting</i></b></p>	<b>AC</b>	<b>Immediate</b>
7.	<b>Corporate Risk Register Update</b>		
	<p><b>John Gilchrist joined the meeting.</b></p> <p>Russell introduced the updated Corporate Risk Register and outlined the arrangements for revising the risk register and risk management approach following the adoption of the next corporate plan.</p> <p>There was discussion of the impact the changed external working environment has had on some of the risks and Management Team agreed to flag increase need for effective communication and planning across all key stakeholders.</p> <p>It was agreed that Russell would include commentary on the risk register to invite further consideration of some of the risks caused by changes in the external environment.</p> <p style="text-align: center;"><b><i>John Gilchrist left the meeting.</i></b></p>		

<b>8.</b>	<b>Connect Conference Event</b>		
	<p><b>David Blattman joined the meeting</b></p> <p>There was to discussion of the proposed venue and content for the event and Management Team members were invited to identify appropriate speaks and themes for the Conference and to circulate these in advance of next week's Management Team meeting, if possible.</p> <p>It was agreed that there would be further discussions at the next Management Team meeting.</p>	<b>DB</b>	<b>20.09.11</b>
<b>9.</b>	<b>Security of Employment Policies</b>		
	<p>The Security of Employment Policies work programme, which had been circulated, was noted and Management Team was invited to provide any further comments to David Blattman by 16 September 2011.</p> <p style="text-align: center;"><i>David Blattman left the meeting</i></p>	<b>DB</b>	<b>16.09.11</b>
<b>10.</b>	<b>Local Government Current Issues</b>		
	Management Team noted the paper and agreed to consider it further at its next meeting.		
<b>11.</b>	<b>Emerging Issues from our work</b>		
	Management Team agreed to consider emerging issues from our work at its next meeting.	<b>All</b>	<b>20.09.11</b>
<b>12.</b>	<b>AOB</b>		
<b>12.1</b>	<p><b><u>Supreme Audit Agencies</u></b></p> <p>Management Team noted the planned meeting of the Supreme Audit Agencies in November.</p>		
<b>12.2</b>	<p><b><u>Consultation on reforming Police and Fire and Rescue Services in Scotland</u></b></p> <p>It was agreed to schedule discussion on the changes to the structure of policing and fire at the next meeting.</p>	<b>MA</b>	<b>20.09.11</b>
<b>13.</b>	<b>Key messages for colleagues</b>		
	<p>It was agreed that the key messages were:</p> <ul style="list-style-type: none"> <li>• Ongoing consideration of the budget</li> <li>• General update on the items covered</li> <li>• Data Incident/Loss</li> <li>• Internal Audit Issues.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>

14.	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is:  • <b>Tuesday, 20 September</b> at <b>09.15hrs</b> and will be held in the <b>110GS</b> at <b>2<sup>nd</sup> Floor meeting room.</b>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 20 SEPTEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley

Apologies: Russell Frith

In attendance: David Blattman joined the meeting for **Items 2 & 3**  
Anne MacDonald and Graham Greenhill joined the meeting for **Item 7**  
David Malone joined the meeting for **Item 8**  
Miranda Alcock joined the meeting for **Item 9**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 13 September 2011, which had previously been circulated, were agreed as an accurate record.		
<b>1.1</b>	Diane invited Management Team to revisit the discussions about the implications of changing a vacancy factor for Audit Services Group in particular and it was agreed that this discussion would be rescheduled on Russell's return.		
<b>2.</b>	<b>Connect Conference Event</b>		
	David Blattman joined the meeting and provided an update on the Connect Conference plans.		
<b>3.</b>	<b>Security of Employment Policies</b>		
	David Blattman introduced the Security of Employment Policies report, which had been previously circulated.  Management Team approved the scope and the review proposed and it was agreed that Lynn Bradley would lead negotiations with PCS.  <i>David Blattman left the meeting</i>	<b>LB</b>	<b>Immediate</b>
<b>4.</b>	<b>Annual Review – Data Protection Policy</b>		
	Diane introduced the paper on the Data Protection Policy – Annual Review, which had been previously circulated.  Management Team thanked Alex Devlin for this work and agreed to recommend the paper for approval to the Board.		

5.	<b>Annual Review – Freedom of Information Policy</b>		
	<p>Diane introduced the paper on the Freedom of Information Policy – Annual Review, which had been previously circulated.</p> <p>Management Team thanked Alex Devlin for this work and agreed to recommend the paper for approval to the Board.</p>		
6.	<b>Re-Use of Public Sector Information Policy</b>		
	<p>Diane introduced the paper on the Re-Use of Public Sector Information Policy – Annual Review, which had been previously circulated.</p> <p>Management Team thanked Alex Devlin for this work and agreed to recommend the paper for approval to the Board.</p>		
7.	<b>Edinburgh Trams Project &amp; Definition of Watching Brief</b>		
	<p>Anne MacDonald and Graham Greenhill joined for a discussion about the Edinburgh Trams Project and Definition of Watching Brief, which had both been previously circulated.</p> <p>Anne introduced her paper on the Edinburgh Trams Project. Management Team discussed the range of issues emerging from the Project and The Edinburgh City Council audit. It was agreed that Fiona and Anne would circulate a revised note to Management Team on the key components of management letters. Management Team noted the timescale for concluding the management letter.</p> <p>Graham introduced the paper on the Definition of Watching Brief. Management Team welcomed the further development of the definition of watching briefs and it was agreed that:</p> <ul style="list-style-type: none"> <li>• This should be adopted.</li> <li>• The local auditor would maintain a watching brief of the Trams project, communicating closely with the PAG team.</li> <li>• Angela Cullen would be invited to co-ordinate the arrangements for maintaining watching briefs on the projects identified at annex A.</li> <li>• Watching briefs should be developed in line with the risk assessment recently prepared by the Assistant Directors.</li> </ul> <p><b><i>Anne MacDonald and Graham Greenhill left the meeting</i></b></p>	<b>FK / AM</b>	<b>Immediate</b>
8.	<b>ISG Strategy</b>		
	<p><b>David Malone joined the meeting.</b></p> <p>Lynn introduced the draft ISG Strategy, which had been previously circulated.</p> <p>David Malone provided a briefing for Management Team on the main elements of the strategy.</p>	<b>LB</b>	<b>27.09.11</b>

	<p>It was agreed that this item would be continued on to the next week's Management Team agenda where there could be greater discussion and feedback.</p> <p style="text-align: center;"><i>David Malone left the meeting.</i></p>		
<b>9.</b>	<b>Consultation on Reforming Police and Fire and Rescue Services in Scotland</b>		
	<p>Miranda Alcock joined the meeting and introduced her paper on Reforming Police and Fire and Rescue Services in Scotland, which had been previously circulated.</p> <p>Following discussion, it was agreed that Bob would seek a briefing with the Scottish Government on their plans.</p> <p>Fraser outlined plans to update the Accounts Commission on the implications of the consultation.</p> <p style="text-align: center;"><i>Miranda Alcock left the meeting</i></p>	<p><b>BB</b></p> <p><b>FMcK</b></p>	<p><b>Immediate</b></p> <p><b>Oct 2011</b></p>
<b>10.</b>	<b>Implications of the Christie Commission for Audit Scotland</b>		
	<p>Following discussion at the August Board meeting, Management Team revisited the paper that had been presented to them.</p> <p>Barbara Hurst agreed to update the report.</p>	<b>BH</b>	<b>Immediate</b>
<b>11.</b>	<b>Performance Measurement</b>		
	This item was deferred to the next meeting.	<b>LB</b>	<b>27.09.11</b>
<b>12.</b>	<b>Outstanding Action Points</b>		
	This item was deferred to the next meeting.	<b>DMcG</b>	<b>217.0.11</b>
<b>13.</b>	<b>Emerging Issues from our work</b>		
	Fiona provided an update on issues emerging from the sign off of accounts.		
<b>14.</b>	<b>AOB</b>		
<b>14.1</b>	<b><u>Corporate Management Forum</u></b>		
	It was noted that the Corporate Management Forum meeting planned for 30 September 2011 had been cancelled.		

<b>15.</b>	<b>Key messages for colleagues</b>		
	<p>It was agreed that the key messages were:</p> <ul style="list-style-type: none"> <li>• Discussion of arrangements for maintaining an overview of watching brief</li> <li>• Initial discussions of the ISG Strategy</li> <li>• Discussion on the Consultation of the Police and Fire and Rescue Services in Scotland.</li> <li>• Annual Review of Data Protection and Freedom of Information Policies.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>16.</b>	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 27 September at 09.15hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><i><b>Please give your apologies to Caroline Cockburn (x1606)</b></i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 27 SEPTEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley

Apologies: Russell Frith  
Barbara Hurst

In attendance: David Hanlon joined the meeting for **Item 2**  
David Malone joined the meeting for **Item 3**

		LEAD	DEADLINE
<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 20 September 2011, which had previously been circulated, were agreed as an accurate record, subject to a minor correction on item 7, paragraph 2, substituting annual audit report for management letter.		
<b>2.</b>	<b>Budget and Fee Strategy Update</b>		
	<p>David Hanlon joined the meeting and introduced the budget update, which had been previously circulated, and tabled the Fee Strategy.</p> <p>David outlined the process for taking final comments from the Management Team and the Board, and following Board approval, submitting the budget papers to the SCPA by 30 September.</p> <p>Following discussion, Management Team approved the final version of the budget for recommendation to the Board and agreed to provide editing comments to David on both the budget and fee strategy by 29 September.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>All</b>	<b>29.09.11</b>
<b>3.</b>	<b>ISG Strategy</b>		
	<p style="text-align: center;"><b><i>David Malone joined the meeting</i></b></p> <p>Lynn introduced the ISG Strategy which had been deferred from the previous Management Team meeting. Management Team welcomed the draft strategy and the opportunity to provide early feedback.</p> <p>Following discussion, Management Team agreed that next draft of the strategy should include:</p> <ul style="list-style-type: none"> <li>• Timescales, costs and implications for the business of the projects detailed in the appendices.</li> <li>• Clearly identifying approved and proposed projects.</li> <li>• Information on core business systems.</li> </ul>		

	<ul style="list-style-type: none"> <li>Information on support services and performance measures.</li> <li>A section on web services and profile.</li> <li>A greater focus on user needs and expectations.</li> <li>Greater use of plain language, where possible.</li> </ul> <p>Management Team thanked David and the team for their work.</p> <p style="text-align: center;"><b><i>David Malone left the meeting</i></b></p>		
<b>4.</b>	<b>Performance Measurement</b>		
	<p>Lynn introduced the Performance Measurement report which had been deferred from the previous Management Team meeting.</p> <p>Lynn provided an update on progress in developing a new performance measurement system, including involvement of business groups, resourcing and next steps. Management Team welcomed the progress made.</p> <p>Management Team discussed the format of the proposed performance reporting. Lynn outlined the next phase of the development work and the work underway to make quick progress on key areas. Lynn also outlined some early thinking on how to bring more challenge and objectivity to the performance assessment part of the reporting.</p> <p>Management Team approved the next steps set out in the report to:</p> <ul style="list-style-type: none"> <li>complete the corporate strategy map and plan</li> <li>develop business group plans to support the corporate plan</li> <li>submit a draft performance report to the Board in the new format</li> <li>address the development areas identified in the report.</li> </ul> <p>Management Team then discussed the performance areas identified in the report.</p> <p>It was agreed that:</p> <ul style="list-style-type: none"> <li>Lynn would discuss reporting on schedule with Directors to develop a better way of tracking performance.</li> <li>Lynn would prepare a position paper on work to assess the impact of our work across all business groups.</li> <li>Lynn would provide feedback to the Quality Group from the performance report.</li> <li>Lynn would ensure that the time recording system review includes actions to support better use of cost data to improve performance and reduce costs.</li> </ul>	<p><b>DMcG</b></p> <p><b>All</b></p> <p><b>LB</b></p> <p><b>LB</b></p> <p><b>LB</b></p>	<p><b>Oct</b></p> <p><b>TBC</b></p> <p><b>Oct</b></p> <p><b>Immediate</b></p> <p><b>Immediate</b></p>
<b>5.</b>	<b>Asset Management</b>		
	Bob introduced a discussion on Asset Management across the public sector following the publication of two reports by the Scottish Futures Trust, which had been circulated.		

	Management Team noted the issues raised and agreed to consider further how this work affected planned audits.		
<b>6.</b>	<b>Scrutiny of CPPs</b>		
	Fraser introduced a discussion on Community Planning Partnerships (CPPs) and tabled a letter sent to the Chair of the Accounts Commission by the Cabinet Secretary for Finance, Employment and Sustainable Growth.  Following detailed discussion of the next steps, it was agreed that Fraser would prepare an outline plan for Management Team of the key issues and milestones to be reached so that there can be further discussion of re-allocating resources and seek to maximise the opportunities corporate engagement on this development area, which has the potential to influence and draw on all workstreams.  Management Team noted that the Scrutiny of CPPs would be discussed at the next Board meeting and Audit Partners' meeting.	<b>FMcK</b>          <b>DMcG</b>	<b>October 2011</b>          <b>29.09.11</b>
<b>7.</b>	<b>Audit Scotland (Board/Audit Committee/Sector Meeting - agendas)</b>		
	Diane introduced the Board, Audit Committee and Sector Meeting agendas, which had been previously circulated.  Management Team noted the agendas.		
<b>8.</b>	<b>AOB</b>		
	There was no other business.		
<b>9.</b>	<b>Key messages for colleagues</b>		
	It was agreed that the key messages were: <ul style="list-style-type: none"> <li>• Ongoing discussions on proposed budget and fee strategy.</li> <li>• Performance Measurement.</li> <li>• Audit Scotland Board/Audit Committee/Sector Meeting – agendas.</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
<b>10.</b>	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"> <li>• <b>Tuesday, 11 October at 09.15hrs</b> and will be held in the <b>2<sup>nd</sup> Floor Meeting Room at 110GS.</b></li> </ul> <p><b>Please give your apologies to Caroline Cockburn (x1606)</b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 11 OCTOBER 2011**

Present:

Barbara Hurst  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley

Apologies:

Bob Black  
Russell Frith

In attendance:

David Blattman and Jennie Slessor joined the meeting for **Item 4**  
Caroline Gardner joined the meeting at **Item 10**

1.	<b>Minutes</b>		
	The minutes of the meeting of 27 September 2011, which had previously been circulated, were agreed as an accurate record.		
2.	<b>Measuring Impact</b>		
	<p>Lynn Bradley introduced the Measuring Impact report, which had been previously.</p> <p>Lynn provided an update on the work of the Impact Group and Management Team noted the considerable progress that had been made under the leadership of Tricia Meldrum.</p> <p>Management Team recorded their thanks to Tricia Meldrum for the commitment that she had shown to this work.</p> <p>Lynn outlined options for taking forward further development of work to deepen the measurement of the impact of Audit Scotland's work and it was agreed that:</p> <ul style="list-style-type: none"> <li>• External relationship strategy (already approved by Management Team in the corporate programmes).</li> <li>• Annual stakeholder surveys.</li> <li>• Annual impact discussion with clients.</li> <li>• A system for identifying good practice to share with colleagues and clients (as part of the knowledge management strategy).</li> <li>• Develop a methodology to report on the impact of all of our audit work (to feed into the performance measurement system and to be part of our quality framework). Explore the option of placing a financial value on impact (as practised by the NAO and NIAO).</li> <li>• Citizen engagement strategy – develop a strategy for making our work accessible to citizens.</li> </ul>		

<b>4.</b>	<b>Security of Employment Policies Update</b>		
	<p>David Blattman and Jennie Slessor joined the meeting and introduced an update report on Security of Employment Policies, which had been previously circulated. Management Team discussed the current commitments in the Scottish public sector on no compulsory redundancies, the existing policies and options that are available to Audit Scotland.</p> <p>Following a detailed discussion of the increased importance of security of employment for colleagues, the changes being made to the redundancy compensation arrangements across the public sector, it was agreed that David and Jennie should prepare further detail analysis of options available for Audit Scotland on voluntary redundancy, compulsory redundancy, transferring and matching arrangements following restructuring and flexible deployment of colleagues.</p> <p><i>David Blattman and Jennie Slessor left the meeting</i></p>	<b>DB/JS</b>	<b>Nov 2011</b>
<b>5.</b>	<b>BVSI Recruitment</b>		
	<p>Fraser McKinlay introduced a paper on BVSI Recruitment, which had been previously circulated.</p> <p>Following discussion, it was agreed to defer recruitment to the Grade D post following further discussion of the potential to create clearer career paths for Grade D posts.</p> <p>Management Team approved the extension of the fixed term appointments and to the BVSI Assistant Director post, given the volume of work, the range of issues and the range of business needs outlined in the paper.</p> <p>It was also agreed to progress recruitment of the best value auditing as outlined in the plan.</p>	<b>FMcK</b>	<b>Immediate</b>
<b>6.</b>	<b>Recruitment in Audit Strategy</b>		
	<p>Russell introduced a paper on Recruitment in Audit Strategy, which had been previously circulated.</p> <p>Management Team approved the internal recruitment to these posts.</p> <p>Management Team noted the ongoing impact of the recruitment freeze in resourcing strategies and agreed to consider this in detail at a corporate workforce planning session.</p>	<b>DB</b>	<b>Nov/Dec 2011</b>
<b>7.</b>	<b>SCPA Update</b>		
	Diane gave an update on the SCPA meeting which took place on 4 October 2011.		

<b>8.</b>	<b>Connect Conference (01.11.11)</b>		
	Diane gave an update on the progress made in developing the programme for the Connect Conference on 1 November 2011.		
<b>9.</b>	<b>Emerging Issues from our Work</b>		
	There was discussion of the forthcoming work of the Public Audit Committee and the progress of partnership working.		
<b>10.</b>	<b>Outstanding Action Points</b>		
	This item was deferred to the next Management Team meeting on 25 October 2011.	<b>DMcG</b>	<b>25.10.11</b>
<b>11.</b>	<b>AOB</b>		
	Caroline Gardner joined the meeting and updated colleagues on her plans following her return from secondment from the Turks and Caicos Islands.		
<b>12.</b>	<b>Key messages for colleagues</b>	<b>DMcG</b>	<b>Immediate</b>
	<ul style="list-style-type: none"> <li>• Corporate Programmes – Update</li> <li>• Progress on Connect Conference</li> <li>• Internal Recruitment</li> </ul>		
<b>13.</b>	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 25 October at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 25 OCTOBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Russell Frith

Apologies: Fraser McKinlay  
Lynn Bradley

In attendance: David Hanlon joined the meeting for *Item 2*  
Alex Devlin joined the meeting for *Items 2, 3, 4 and 5*  
Allan Davie joined the meeting for *Item 6*

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 11 October 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Performance and Financial Report – Quarter 2</b>		
	<p>David Hanlon and Alex Devlin joined the meeting and introduced the Performance and Financial Report for Quarter 2, which had been previously circulated.</p> <p>David provided an overview of the financial results to September 2011 and outlined the impact of timing on the results.</p> <p>Alex provided an overview of business performance and explained the impact of the inclusion of pension accounts on indicators 8 and 9.</p> <p>Following discussion, Management Team:</p> <ul style="list-style-type: none"> <li>• Noted the performance for quarter 2.</li> <li>• Approved the retrospective amendment of the Q1 indicators 8 and 9 to account for the reporting error on pensions accounts.</li> <li>• Agreed to reinforce the colleagues the importance of completing timesheets to deadlines.</li> </ul> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>All</b>	<b>Immediate</b>
<b>3.</b>	<b>Clear Desk and Screen Policy</b>		
	<p>Alex Devlin introduced the Clear Desk and Screen Policy, which had been previously circulated.</p> <p>There was discussion of the information security benefits of the proposed policy and of the culture change implications. It was agreed that Alex should prepare a further briefing paper to set out more clearly the categories of papers to be covered by the policy, to ensure that the policy would be practical and effective.</p>		

	It was agreed that Management Team would consider the further paper and briefing before approving the policy for implementation.	<b>All</b>	<b>Nov 2011</b>
<b>4.</b>	<b>Hospitality and Gifts Given Register</b>		
	Alex Devlin introduced the Hospitality and Gifts Given Register report, which had been previously circulated.  Following discussion, Management Team approved the proposal to set up a register for the giving of hospitality and gifts, at an implementation date to be set by the Chief Operating Officer once the administrative arrangements had been updated.	<b>DMcG</b>	<b>Nov 2011</b>
<b>5.</b>	<b>Credit Card Policy and Procedure</b>		
	Alex Devlin introduced the Credit Card Policy and Procedure report, which had been previously circulated.  Following discussion, Management Team approved the variance to the limits for credit card holders as set out in the report, which ranged from £500 to £3000.  <i>Alex Devlin left the meeting</i>		
<b>6.</b>	<b>ISG Maternity Cover</b>		
	Allan Davie joined the meeting and introduced the ISG Maternity Cover report, which had been previously circulated.  Following discussion, Management Team noted that the issue was with Management Team only because of the recruitment freeze, and approved the recommendation to proceed with external advertisement for a support analyst for a 12 month period to cover maternity leave. It was noted that there would be an option to extend the contract.  <i>Allan Davie left the meeting</i>	<b>AD</b>	<b>Immediate</b>
<b>7.</b>	<b>Audit Scotland Board Agenda – 27.10.11</b>		
	Diane introduced the Audit Scotland Board agenda, which had been previously circulated.  Following discussion, Management Team noted the contents of agenda.		
<b>8.</b>	<b>Correspondence Summary</b>		
	Diane introduced the Correspondence Summary report submitted by Bob Leishman, which had been previously circulated.  Following discussion, Management Team noted the contents of the report.		

9.	<b>Connect Conference – 01.11.11</b>		
	<p><b>David Blattman joined the meeting.</b></p> <p>Diane and David provided an update on progress made so far on the preparations for the forthcoming Conference.</p>		
10.	<b>AOB</b>		
	There was no other business.		
11.	<p><b>Key messages for colleagues</b></p> <ul style="list-style-type: none"> <li>• Connect Conference</li> <li>• Hospitality and Gifts Given Register</li> <li>• Clear Desk and Screen Policy</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
12.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 8 November</b> at <b>10:00hrs</b> and will be held in <b>East Kilbride, Conference Room.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 8 NOVEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: None

In attendance: Angus Brown joined the meeting for **Item 2**  
Brian Howarth joined the meeting for **Item 3**  
David Hanlon joined the meeting for **Item 4**  
Jennie Slessor joined the meeting for **Item 5**  
David Blattman joined the meeting for **Items 5 & 6**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 25 October 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Review of Subscriptions and Publications</b>		
	<p style="text-align: center;"><b>Angus Brown joined the meeting</b></p> <p>Lynn and Angus introduced the Review of Subscriptions and Publications, which Angus had undertaken as part of the corporate programmes work and which had been previously circulated.</p> <p>Management Team welcomed the review undertaken by Angus and following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• Directorates would collectively review their subscriptions to CIPFA information and technical services</li> <li>• Fiona and Russell would lead on renegotiating overall packages with CIPFA for support.</li> <li>• Each office to keep under review subscriptions to daily newspapers.</li> <li>• David Hanlon would be asked to review the Holyrood subscriptions to convert into an economical package the supply of the magazine.</li> </ul> <p>The information in the report should be shared with business groups to ensure colleagues are aware of the range and levels of expenditure.</p> <p>Management Team thanked Angus for his work on this project.</p> <p style="text-align: center;"><b>Angus Brown left the meeting</b></p>	<p><b>All</b></p> <p><b>RF/FK</b></p> <p><b>DH</b></p> <p><b>LB/AB</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p> <p><b>Immediate</b></p> <p><b>Immediate</b></p>

3.	<b>BIU Administrator and Support Officer</b>		
	<p>Brian Howarth joined the meeting and he and Fiona Kordiak introduced the paper requesting authority to recruit internally for a business improvement unit administrator, which had been previously circulated.</p> <p>Following discussion, Management Team supported the creation of a permanent resource to support this work in Audit Services, but requested further information on the links between this post and the wider review of administration.</p> <p>It was agreed that there would be a report back on progress on the administration review at the next Management Team meeting, following which, and subject to agreement, the post could be advertised internally.</p> <p>Fiona agreed to ensure that the arrangements for the post would be consistent with the administrative review.</p> <p style="text-align: center;"><b><i>Brian Howarth joined the meeting</i></b></p>	<b>FK/BH</b>	<b>15 Nov 11</b>
4.	<b>Group Life Assurance</b>		
	<p>David Hanlon joined the meeting and introduced the report on the Group Life Assurance scheme, which had been previously circulated.</p> <p>David outlined the background to this work, which had been previously discussed at a previous Management Team meeting. Management Team considered the background issues set out in the report and discussed the proposed changes to the Group Life Assurance Policy Deed of Trust.</p> <p>It was noted that the Board would have to approve the establishment of a separate bank account for the purpose of Group Life Assurance.</p> <p>Following discussion, it was agreed that Management Team would recommend the changes to the Remuneration Committee and the Board for approval at their meetings on 24 November 2011.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>DMcG</b>	<b>24.11.11</b>
5.	<b>Security of Employment Policies</b>		
	<p>David Blattman and Jennie Slessor joined the meeting and introduced the Security of Employment Policies report, which had been previously circulated.</p> <p>The report built on the issues considered in the Management Team discussion on 11 October 2011.</p>		

	<p>Following discussion, it was agreed that Lynn would prepare a revised report for the Remuneration Committee meeting on 24 November 2011 to outline Management Team's preferred approach to Security of Employment Policies and to have an exploratory meeting with PCS representatives on 10 November to understand more about their objectives from the negotiation process.</p> <p style="text-align: center;"><b><i>Jennie Slessor left the meeting</i></b></p>	<b>DB</b>	<b>24 Nov 11</b>
<b>6.</b>	<b>Career Development Programme</b>		
	<p>Fiona introduced her paper on the Career Development Programme, which had been previously circulated.</p> <p>There was detailed discussion of the objective, its scope and challenges of creating a career development programme across the organisation. It was agreed that there was a need to create a flexible scheme and that could evolve, change and grow, and which the first participants could help shape.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• there would be a modest scheme initially to balance the need for stability across the workforce with the creation of appropriate opportunities</li> <li>• the scheme should support flexible deployment of colleagues, but with a home business group</li> <li>• the range of Grade D posts from business groups would be identified to form part of the first tranche of career development programme</li> <li>• David would speak to each business group about which forthcoming opportunities should be incorporated</li> <li>• a robust selection process would be developed.</li> <li>• the scheme will be rebadged and an HR consultant would be appointed to co-ordinate it.</li> </ul> <p>There will be a further paper to Management Team in six months time setting out the progress in recruitment to the scheme and next steps.</p> <p>It was agreed that following further discussion with business groups about which of the current Grade D vacancies need filled should form part of the tranche of this scheme before recruitment proceeds.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB</b>	<b>Immediate</b>
<b>7.</b>	<b>Meeting with Scottish Futures Trust (9 November 2011)</b>		
	<p>Fiona introduced her briefing paper Scottish Futures Trust report, which had been circulated.</p> <p>Management Team discussed the range of areas to be taken forward in discussion and noted the report.</p>		
		<b>DB</b>	<b>May 2012</b>

<b>8.</b>	<b>External Relationships</b>		
	<p>Fraser introduced his External Relationships report, which had been previously circulated.</p> <p>Following discussion, it was agreed that Assistant Directors should be relationship leads for the Scottish Government and Scottish Parliament.</p> <p>It was agreed that Fraser would now update the initial external relations paper and bring it back to Management Team later this year.</p>	<b>FMcK</b>	<b>Dec 2011</b>
<b>9.</b>	<b>Information Ownership in <i>ishare</i></b>		
	<p>Lynn introduced the paper on Information Ownership in <i>ishare</i>, which had been previously circulated. The report set out the approach to information asset ownership which had been developed and approved by the Information Governance Group</p> <p>Management Team endorsed the report detailed in the report and authorised the working group to oversee the implementation of the proposals, refine the format of the <i>ishare</i> site and revise the allocation of <i>ishare</i> site ownership.</p>		
<b>10.</b>	<b>Connect Conference Feedback</b>		
	Management Team exchanged feedback on the recent Connect Conference and noted the plans underway to collect further feedback from colleagues.		
<b>11.</b>	<b>Public Audit Committee Update</b>		
	<p>Bob and Barbara updated Management Team on recent meetings about procedures for the Public Audit Committee.</p> <p>Management Team noted the changes to the arrangements and that Diane would obtain legal advice on any potential liabilities and risk and Barbara would purpose discussion on the constitutional issues.</p>	<b>DMcG /BH</b>	<b>Nov 2011</b>
<b>12.</b>	<b>SCPA Update</b>		
	<p>Diane introduced the SCPA report on Audit Scotland's 2012/13 Budget, which had been previously circulated.</p> <p>Management Team noted the positive endorsement of the budget proposals and the tone of the report.</p>		
<b>13.</b>	<b>Forthcoming agenda items and outstanding action points</b>		
	It was agreed that business plans and corporate performance management would be discussed on 22 November along with an update of the risk model work which the Assistant Directors have developed.		

14.	<b>AOB</b>		
14.1	<b>Armistice Day</b> It was agreed to invite colleagues to observe Armistice Day on at 11.00hrs on the 11 November 2011.	<b>DMcG</b>	<b>Immediate</b>
15.	<b>Key messages for colleagues</b> <ul style="list-style-type: none"> <li>• Career Development</li> <li>• External Relationships</li> <li>• Information Ownership in <i>ishare</i></li> <li>• SCPA update</li> </ul>	<b>DMcG</b>	<b>Immediate</b>
16.	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"> <li>• <b>Tuesday, 15 November at 09.15hrs</b> and will be held in <b>110GS, 2<sup>nd</sup> floor meeting room.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 15 NOVEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith

Apologies: Lynn Bradley

In attendance: James Gillies joined the meeting for **Items 2 & 3**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 8 November 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Recruitment</b>		
2.1	<p><b>Performance Audit Group – Grade D Posts</b></p> <p>Barbara introduced her report on recruiting to Grade D posts in the PAG, which had been previously circulated. Following discussion, Management Team agreed to:</p> <ul style="list-style-type: none"> <li>• Establish two permanent grade D posts in PAG, and to include these in the career development programme</li> <li>• Establish two temporary Grade D posts in PAG ( to backfill for maternity cover at Grade E)</li> <li>• To align the recruitment for the above posts with the winter recruitment campaign currently planned.</li> </ul> <p>Barbara confirmed that recruitment to the posts did not affect PAG's ability to deliver its efficiency targets during 2011/12.</p>	<b>BH</b>	<b>Immediate</b>
2.2	<p><b>Audit Services Group - BIU Administrator and Support Officer</b></p> <p>Fiona introduced her report on recruiting a BIU administrator and support officer in Audit Services Group, which had been previously circulated and discussed at the previous meeting. Fiona confirmed that the grade for the post had been set at Grade B.</p> <p>Following discussion and confirmation that the reporting lines for the post would be aligned with those for other Grade B administrative staff as set out in the Administration Review, Management Team approved agreed to advertise the post internally.</p>	<b>FK</b>	<b>Immediate</b>

2.3	<p><b>Communications – Publications Assistant and Communications Officer Cover</b></p> <p>James Gillies joined the meeting and introduced two reports on recruitment.</p> <p>Following discussion about the link between the permanent post being requested, sustaining business delivery and reviewing the overall balance between print and web based publication, MT agreed to:</p> <ul style="list-style-type: none"> <li>• Advertise internally in the first instance for a permanent publications assistant</li> <li>• Approach unsuccessful candidates from the recent recruitment of a temporary communications officer post as well as advertising internally to secure further maternity cover for the team.</li> </ul> <p>Management Team agreed to prepare a report on deleted posts for the end of December.</p>	<p><b>JG</b></p> <p><b>DH</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p>
3.	<p><b>Electronic Printing &amp; Distribution</b></p>		
	<p>James introduced his report on Electronic Printing and Distribution, which had been previously circulated.</p> <p>There was a wide-ranging discussion of the options available to use web-publishing to improve efficiency. Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• The balance of printed copies of reports and distribution be considered on a report-by-report basis, with a view to seeking cost reduction without compromising the availability and profile of work, where appropriate</li> <li>• That James and Barbara should prepare a scoping document for a corporate project to review our use of web-based publishing.</li> </ul> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>	<p><b>JG</b></p> <p><b>JG/BH</b></p>	<p><b>Immediate</b></p> <p><b>Dec 2011</b></p>
4.	<p><b>Business Continuity Plan</b></p>		
	<p>Management Team discussed and approved Version 7 Business Continuity Plan, which had been previously circulated, for recommendation to the Board, subject to minor amendment.</p>	<p><b>Alex Devlin</b></p>	<p><b>Nov 2011</b></p>
5.	<p><b>Clear Desk and Screen Policy</b></p>		
	<p>Diane tabled a staff briefing on the Clear Desk and Screen Policy, which Alex had prepared following recent discussion at Management Team. It was agreed that comment would be provided to Alex by the end of the week.</p>	<p><b>All</b></p>	<p><b>18 Nov 2011</b></p>

<b>6.</b>	<b>Duty of User Focus</b>		
	<p>Fraser introduced the Duty of User Focus report, which had been previously circulated.</p> <p>Following discussion it was agreed that:</p> <ul style="list-style-type: none"> <li>• Fraser would adapt the report for the next meeting of the Audit Partners</li> <li>• To invite Angela and Antony along to a future MT meeting to discuss the issues raised in the report in detail.</li> </ul>	<p><b>FMK</b></p> <p><b>DM</b></p>	<p><b>Nov 2001</b></p> <p><b>Dec 2012</b></p>
<b>7.</b>	<b>CPP &amp; Outcome Auditing Development Work</b>		
	<p>Fraser introduced the Community Planning Partnerships and Outcome Auditing Development Work report, which had been previously circulated.</p> <p>Following detailed discussion on the project initiation document which had been circulated, Fraser agreed to amend the document and to take the discussion forward into the next Corporate Management Forum meeting. It was agreed that Management Team would discuss the issues raised further in December.</p> <p><i><b>Bob Black left the meeting.</b></i></p>	<p><b>FMK</b></p> <p><b>All</b></p>	<p><b>Nov 2011</b></p> <p><b>Dec 2011</b></p>
<b>8.</b>	<b>Agendas</b>		
<b>8.1</b>	<b>Supreme Audit Institutions</b>		
	Management Team noted the agenda for the forthcoming meeting of the Supreme Audit Institutions.		
<b>8.2</b>	<b>Audit Scotland Board</b>		
	Management Team noted the agenda for the forthcoming Board meeting.		
<b>8.3</b>	<b>Public Services Benchmarking</b>		
	Management Team noted the agenda for the planned conference on public services benchmarking and it was agreed that Fraser and Barbara should nominate appropriate attendees.	<p><b>FMK/</b></p> <p><b>BH</b></p>	<b>Immediate</b>
<b>9.</b>	<b>AOB</b>		
<b>9.1</b>	<b>Public Audit Committee</b>		
	Bob and Barbara provided an update on recent discussions with the Public Audit Committee.		

9.2	<b>Budget Q&amp;A / Superteam meeting in Perth (21.11.11)</b>  It was agreed that Diane and Fiona would attend the Audit Services team meeting in Perth on Monday 21 November, and Russell would chair the MT discussion with colleagues at Osborne House on the same day		
10.	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"> <li>• <b>Tuesday, 22 November</b> at <b>09.15hrs</b> and will be held in <b>18GS, Conference Room.</b></li> </ul> <i>Please give your apologies to Caroline Cockburn (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 22 NOVEMBER 2011**

Present:

Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith  
Lynn Bradley

Apologies: Bob Black

In attendance: David Hanlon joined the meeting for **Item 4**

<b>1.</b>	<b>Minutes</b>		
	<p>The minutes of the meeting of 22 November 2011, which had previously been circulated, were agreed as an accurate record.</p> <p>It was noted that MT had approved recruitment to establish and appoint to two grade D Best Value auditor posts, in line with the BVSJ Organisational Review recommendations previously considered by MT at its meeting on 11 October, and that these would form part of the career development PATH programme.</p>		
<b>2.</b>	<b>Business Plans</b>		
	<p>Management Team reviewed the business plans for all business groups, which had been previously circulated.</p> <p>Lynn provided an update on the development of the corporate performance management and reporting system, and on the next steps.</p> <p>Following discussion, it was agreed that Lynn would circulate a guidance note for aligning business plans with the new corporate plan and a timetable for doing so.</p> <p>It was agreed that all business plans should be aligned with the new corporate plan with effect from 1 April 2012.</p>		
<b>3.</b>	<b>Recruitment of Senior Auditors</b>		
	<p>Fiona introduced her paper on Recruitment of Senior Auditors in Audit Services, which had been previously circulated. Following discussion, it was agreed that, pending further discussion with Human Resources about the most efficient way to maximise the value of internal recruitment campaigns, Fiona could advertise up to two permanent and two fixed term senior auditor roles internally. Management Team noted that this action was consistent with the workforce and financial plans for Audit Scotland.</p>	<b>FK</b>	<b>Immediate</b>

<b>4.</b>	<b>2011/12 Financial Forecast</b>		
	<p>David Hanlon joined the meeting and introduced the 2011/12 Financial Forecast report, which had been previously circulated.</p> <p>Management Team discussed the forecast and agreed discuss options for action with the Board at its meeting on 24 November, to take maximum advantage of the options available.</p>	<b>DM/ RF</b>	<b>24 November</b>
<b>5.</b>	<b>3 to 2 Edinburgh Office Merger Project</b>		
	<p>Fraser introduced his paper on the 3 to 2 officer merger project, which had been previously circulated.</p> <p>Management Team noted the progress being made on the moves and thanked all those involved for their commitment to the project.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>		
<b>6.</b>	<b>Draft Fee letter to Audited Bodies</b>		
	<p>Russell introduced the draft fee letter to audited bodies, which had been previously circulated.</p> <p>Management Team provided feedback on the letter and it was agreed that Russell would revise it to provide clear fee information at the beginning of the letter and to provide some additional context.</p>	<b>RF</b>	
<b>7.</b>	<b>Connect Conference November 2011 Feedback</b>		
	<p>Diane introduced a report on feedback from colleagues about the Connect Conference, which had been previously circulated.</p> <p>Management Team noted the positive feedback about the event and it was agreed that the report would form the basis for more detailed feedback to colleagues.</p>	<b>DM</b>	<b>November</b>
<b>8.</b>	<b>Forthcoming agenda items and outstanding action points</b>		
	<p>It was agreed that workforce plans would be prepared for 13 December, including plans to delete vacant posts, and that business plans would be prepared by 1 February.</p>	All	<b>13 Dec 1 Feb</b>
<b>9.</b>	<b>AOB</b>		
	<p>Diane provided an update on the recent meeting of Supreme Auditing Institutions which she and Bob had recently attended.</p>		

10.	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• Discussion of aligning all business plans with the new corporate plan</li> <li>• Financial forecast to the end of the year showing progress against our financial targets.</li> </ul>		
11.	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 29 November at 09.15hrs</b> and will be held in <b>18GS, Conference Room.</b></li> </ul> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 29 NOVEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay

Apologies: Lynn Bradley  
Russell Frith

In attendance: Kim Walker, Alison Ballantyne both from The Advance Consultancy,  
David Blattman and Jennie Slessor joined the meeting for **Item 2**  
Alex Devlin joined the meeting for **Item 3**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 22 November 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Learning &amp; Development Review</b>		
	<p><b><i>Kim Walker, Director of The Advance Consultancy and her colleague, Alison Ballantyne, David Blattman and Jennie Slessor joined the meeting</i></b></p> <p>Kim Walker presented the interim findings on the Learning and Development Review, and invited comment from Management Team.</p> <p>Following discussion, Management Team invited Kim to develop further options for:</p> <ul style="list-style-type: none"> <li>• the arrangements to manage and create focus and energy around learning and development within Audit Scotland</li> <li>• the arrangements to develop early of priorities for action from the review</li> <li>• the arrangements to develop further the analysis of the options on the centralising learning and development budgets.</li> </ul> <p>It was agreed that Kim would report back to Management Team at their meeting on 17 January 2012.</p> <p><b><i>Kim Walker, Alison Ballantyne, David Blattman and Jennie Slessor left the meeting</i></b></p>	<b>DB</b>	<b>17.01.12</b>
<b>3.</b>	<b>Guidance to the Retention of Draft Reports</b>		
	Alex Devlin joined the meeting and introduced his paper on Guidance for the Retention of Draft Reports, which had been previously circulated.		

	<p>Following discussion, it was agreed that Alex should revise the Guidance to be structure around report type rather than business groups.</p> <p>Subject to those changes being made, Management Team approved the Guidance for distribution to colleagues.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	<b>AD</b>	<b>Immediate</b>
<b>4.</b>	<b>Local Government Current Issues Report</b>		
	<p>Fiona introduced the Local Government Current Issues Report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the contents of the report before its submission to the Financial Audit and Assurance Committee on 1 December 2011.</p>		
<b>5.</b>	<b>Information Governance Group</b>		
	This item was deferred to the next Management Team meeting on 6 December 2011.	<b>LB</b>	<b>06.12.11</b>
<b>6.</b>	<b>Public Audit Forum Website</b>		
	<p>Bob introduced a letter from Eugene Sullivan, Chief Executive of the Audit Commission, which had been previously circulated.</p> <p>Following discussion, Management Team noted that Fraser had arranged for the relevant material to be transferred to Audit Scotland and it was agreed that Bob would pursue further discussions about the future of the Public Audit Forum with the NAO.</p>	<b>FMcK BB</b>	<b>Dec 2011</b>
<b>7.</b>	<b>Emerging Issues from our work</b>		
	Management Team exchanged updates on issues arising from various audit projects.		
<b>8.</b>	<b>Forthcoming agenda items and outstanding action points</b>		
	This item will be discussed at a future Management Team meeting.		
<b>9.</b>	<b>AOB</b>		
	There was no other business.		
<b>10.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• that Management Team considered the interim outputs from the Learning and Development Review.</li> <li>• approved Guidance on retention of draft reports.</li> <li>• Received a detailed briefing from Fiona Kordiak on Current Issues in Local Government.</li> </ul>		

11.	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"><li>• <b>Tuesday, 6 December</b> at <b>09.15hrs</b> and will be held in <b>18GS, Conference Room.</b></li></ul> <i>Please give your apologies to Caroline Cockburn (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 6 DECEMBER 2011**

Present: Bob Black  
Diane McGiffen  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Russell Frith

Apologies: Lynn Bradley

In attendance: James Gillies joined the meeting for **Item 2**  
Alex Devlin joined the meeting for **Items 4 & 5**  
Mark Taylor joined the meeting for **Item 3**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 29 November 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Communications Digest and Team Brief</b>		
	James Gillies joined the meeting and introduced the Communications digest and team brief for December, which had been previously circulated.  Following discussion, Management Team noted the contents of the report and subject to further additions from Diane, approved the Team Brief.  <i>James Gillies left the meeting</i>	<b>DMcG</b>	<b>Immediate</b>
<b>3.</b>	<b>Central Government Current Issues Report</b>		
	Mark Taylor joined the meeting and introduced the Central Government Current Issues report, which had been previously circulated.  Mark provided a verbal update on recent personnel changes at the Scottish Government, and it was agreed that he would arrange for a revised structure chart to be circulated.  Following discussion, Management Team noted the contents of the report  <i>Mark Taylor left the meeting.</i>	<b>MT</b>	<b>Dec 2011</b>
<b>4.</b>	<b>Information Governance and Risk Management – Audit Committee Mid-Year Update</b>		
	Alex Devlin joined the meeting and introduced the Information Governance and Risk Management – Audit Committee mid-year update, which had been previously circulated.		

	<p>Management Team noted the continuing progress being made in this work and recorded their appreciation to those involved. There was discussion of the use of an amber rating to signal ongoing risk or need for continued monitoring. Alex agreed to discuss this further with the group.</p> <p>Following discussion Management Team noted the contents of the report and approved its submission to the Audit Committee meeting on 26 January 2012.</p>		
<b>5.</b>	<b>Records Management Policy</b>		
	<p>Alex Devlin introduced the Records Management Policy, which had been previously circulated.</p> <p>Following discussion, Management Team approved the contents of the policy for submission to the Board on 26 January 2012 for its approval.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>		
<b>6.</b>	<b>Best Companies Survey</b>		
	<p>Diane advised members that the best companies survey was now closed and the response rate of 85.3% had been exceeded Audit Scotland's previous best.</p> <p>Diane provided an update on the initial timeline and process for considering the survey results, which would be further developed and confirmed in the new year.</p> <p>Management Team recorded their appreciation to all those who had taken part in the survey and noted the outline timetable for considering the results.</p>		
<b>7.</b>	<b>Security of Employment Policies Update</b>		
	<p>In Lynn's absence, Diane gave a brief update on recent discussions that Lynn and David Blattman had held with PCS on security of employment polices gave a verbal update on the security of employment policies.</p>		
<b>8.</b>	<b>Information Governance Group</b>		
	<p>Alex Devlin joined the meeting and in Lynn's absence introduced the Information Governance Group update report, which had been previously circulated.</p> <p>Following discussion, Management Team agreed to invite Lynn and the group to consider developing options for arrangements to provide strategic overview and direction of the IT strategy, alongside the development of an IT users forum.</p> <p>Management Team noted the update.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting.</i></b></p>		

<b>9.</b>	<b>Emerging Issues from our work</b>		
	Management Team exchanged updates on issues arising from various audit projects.		
<b>10.</b>	<b>Forthcoming agenda items and outstanding action points</b>		
	Management Team noted that they would shortly receive a list of outstanding actions and future commitments for Management Team and internal audit actions and that they should update the list and return to Diane by 10 January to enable revised forward planning for Management Team agendas.  Management Team welcomed the approach.	<b>All</b>	<b>10.01.12</b>
<b>11.</b>	<b>AOB</b>		
	It was agreed that Diane would act as the link with the supreme auditing institutions forum initially and engage with other colleagues once agendas and shared interests are identified.		
<b>12.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• Progress on information governance</li> <li>• Conclusion of the best companies survey</li> <li>• New records management policy.</li> </ul>		
<b>13.</b>	<b>Date of next meeting</b>		
	The next meeting of <b>Management Team</b> is: <ul style="list-style-type: none"> <li>• <b>Tuesday, 13 December at 09.15 – 12.00hrs</b> and will be held in <b>18GS, Conference Room followed by lunch.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		







	<p>She updated Management Team on recent developments in the Scottish Government's procurement of mobile phone services and the consequent options available to Audit Scotland to reduce the cost of its mobile communications.</p> <p>It was agreed that Allan Davie should continue negotiations and that the lowest price should be secured, even if that involved switching supplier.</p> <p>Lynn agreed to provide an update in January.</p>		
<b>9.</b>	<b>Caroline Gardner's Departure</b>		
	<p>Bob made a speech thanking Caroline for her significant contribution to Audit Scotland and wishing her success in her new career.</p> <p>Caroline thanked all at Audit Scotland for making her time at the organisation enjoyable and professionally rewarding.</p>		
<b>10.</b>	<b>Date of next meeting</b>		
	<p>The next meeting of <b>Management Team</b> is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 10 January 2012 at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS</b>. <b>No agenda will be issued for this meeting.</b></li> </ul> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		