



## **MINUTES OF MANAGEMENT TEAM MEETINGS**

**2010**

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 19 JANUARY 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In attendance: David Hanlon joined the meeting for *Item 3*  
David Blattman joined the meeting for *Item 4*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 15 December 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Correspondence Report</b>		
	The Correspondence Report, which had been previously circulated, was noted.		
3.	<b>Electronic Payslips</b>		
	<p>David Hanlon introduced the Electronic Payslips report, which had been previously circulated.</p> <p>After discussion, Management Team agree to:</p> <ul style="list-style-type: none"> <li>• the production of electronic payslips for all Audit Scotland staff (excluding Accounts Commission members and non executive directors)</li> <li>• that e-payslips will be the only method of payslip delivery – staff will not have the option to request hard copy payslips</li> <li>• to the introduction of the system with effect from the January 2010 pay run</li> </ul> <p>Management Team noted the efficiency savings generated from the project, which although modest are important.</p> <p>It was agreed that Diane would email all staff setting out the way forward once the technical issues had been satisfactorily resolved.</p> <p>David agreed to update Management Team an update at a future Management Team meeting.</p> <p style="text-align: center;"><b>David Hanlon left the meeting</b></p>	<p><b>DMcG</b></p> <p><b>DH</b></p>	<p><b>Immediate</b></p> <p><b>09.02.10</b></p>

<b>4</b>	<b>Pay Modernisation Project</b>		
	<p>David Blattman joined the meeting to discuss some outstanding issues with the Pay Modernisation Project.</p> <p>Following discussion it was agreed that a final report on the issues should be prepared for the next meeting.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>		
<b>4.</b>	<b>Swine Flu Update</b>		
	<p>Diane update Management Team on the latest Swine Flu position in the UK and internationally. It was noted that there was no significant business disruption because of the pandemic. Management Team noted that the Health Protection Agency in England was no longer providing weekly updates on swine flu, and agreed to continue with swine flu as a standing agenda item until at least the end of January.</p>		
<b>5.</b>	<b>AOB</b>		
<b>5.1</b>	<p><b><u>Fee Options</u></b></p> <p>It was agreed that Russell would prepare some analysis of various fee options as part of the medium term financial planning paper being prepared for the Audit Scotland Board.</p>	<b>RF</b>	<b>11.02.10</b>
<b>6.</b>	<b>Date of the 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, 26 January at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>None</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 26 JANUARY 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith  
Ronnie Cleland (Non-Executive Board member)

Apologies: None

In attendance: None

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the previous meeting of 19 January 2010, which had been circulated, were agreed as an accurate record.</p> <p>Mr Black welcomed Mr Ronnie Cleland, a non-executive board member, to the meeting. Ronnie explained that he had been engaging with and observing various management meetings at Audit Scotland as part of the Board evaluation. He stated that he was attending Management Team as an observer.</p>		
2.	<b>Medium Term Financial Planning</b>		
	<p>Russell introduced the Medium Term Financial Planning report, which had been previously circulated.</p> <p>Management Team were asked to consider and approve the report before its submission to the Audit Scotland Board on 11 February 2010.</p> <p>Following detailed discussions, it was agreed that:-</p> <ul style="list-style-type: none"><li>• The Board would be invited to consider the strategic position it wishes Audit Scotland to adopt in response to the recession.</li><li>• Russell would revise the paper in accordance with the discussion and recirculate for final comment.</li></ul> <p style="text-align: center;"><b><i>Ronnie Cleland left the meeting</i></b></p>	RF	Jan 2010

<b>3.</b>	<b>Audit Procurement Strategy – Initial Considerations Draft Board Papers Attached</b>		
	<p>Russell introduced the Audit Procurement Strategy – Initial Considerations report, which had been previously circulated.</p> <p>Management Team discussed the report and it was agreed that Russell would make some final revisions before circulating to the Board for discussion at its 11 February meeting.</p>	<b>RF</b>	<b>Jan 2010</b>
<b>4.</b>	<b>Audit Scotland Board &amp; Audit Committee Agendas</b>		
	<p>Diane introduced the Audit Scotland and Audit Committee draft agendas, both of which had previously been circulated.</p> <p>Management Team noted the topics for discussion.</p>		
<b>5.</b>	<b>Audit Scotland’s Annual Report 2009/10</b>		
	<p>Management Team considered a report on the process and timescales for the production of the Audit Scotland’s Annual Report 2009/10, which had been previously circulated.</p> <p>Management Team agreed to the following:</p> <ul style="list-style-type: none"> <li>• The planning timescale for the 2008-10 annual report</li> <li>• To identify any significant achievements during 2009-10 which should feature in the annual report</li> <li>• To nominate an Assistant Director from ASG and PRG to join the annual report production team.</li> </ul>	<b>ALL</b>	<b>Feb 2010</b>
<b>6.</b>	<b>Data Protection Day 2010</b>		
	<p>Management Team considered the report on Data Protection Day 2010, which had been previously circulated.</p> <p>Management Team noted the report and gave their support to the Data Protection Day 2010.</p>		
<b>7.</b>	<b>Data Protection Update</b>		
	<p>Management Team considered the Data Protection Update report, which had been previously circulated.</p> <p>Management Team noted the changes to the Data Protection Act and the mitigating actions.</p>		

8.	<b>Swine Flu Update</b>		
	<p>Diane updated Management Team on the latest Swine Flu position in the UK and internationally.</p> <p>It was noted that there was no significant business disruption because of the pandemic.</p>		
9.	<b>AOB</b>		
9.1	<p><b><u>Hospitality</u></b></p> <p>Russell noted that because the first paper on procurement was now being prepared for the Board, his team would now consider the procurement process to be started and so would decline all non-business related invitation or hospitality from audit firms.</p> <p>It was agreed that this would be required of all Directors and that the Board would be informed of the action.</p>		
10.	<b>Confidential HR Papers Management Team will consider two papers</b>		
10.1	<p>David Blattman joined the meeting.</p> <p>A confidential minute has been prepared as the reports are staffing matters.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>		
11.	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 2 February at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p><b><u>APOLOGIES</u></b></p> <p><b>NONE</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 2 FEBRUARY 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 26 January 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – January Preview</b>		
	James Gillies joined the meeting and introduced the Communications Digest, which had been circulated.  Management Team noted the report and approved the team brief for circulation.		
3.	<b>Suspension of Publications Schedule – UK General Election</b>		
	James introduced the Suspension of Publications Schedule – UK General Election's report, which had been previously circulated.  Management Team noted the report and the arrangements which would be made when a UK general a general election is called.  <i>James Gillies left the meeting</i>		
4.	<b>Performance &amp; Financial Update Q3 Report</b>		
	David Hanlon and Alex Devlin joined the meeting and introduced the Performance & Financial Update – Q3 report 2009/10, which had been previously circulated.  Management Team noted the report and commended the improved performance in report productions to timescale on the previous year. Diane reported that the new format performance reports for quarter 3 were being prepared for discussion at February's Management Group meeting.  <i>David Hanlon and Alex Devlin left the meeting</i>		

5.	<b>AOB</b>		
	There was further discussion of the draft Medium Term Financial Planning paper for the Board.		
6.	<b>Date of the Next Meeting</b>		
	<p>The next two <b>Management Team</b> meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 9 February at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p>16.02.10      Caroline Gardner, Diane McGiffen</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 9 FEBRUARY 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Angela Cullen attended for **Items 2 and 3**  
Mandy Gallacher attended for **item 4**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 2 February 2010, which had been circulated, were agreed as an accurate record.		
2.	External Peer Reviews on Performance Audit Studies		
	<p>Angela Cullen joined the group and introduced a report, which had been previously circulated, on the use of external peer reviews on performance audit studies.</p> <p>Following discussion of the criteria for peer review and the findings from the three exercises, Management Team:</p> <ul style="list-style-type: none"><li>• Welcomed the use of peer reviews as a further part of the quality framework for performance audit studies</li><li>• Noted the findings of the first three reviews</li><li>• Approved the use of peer reviews as part of the commitment to continuous improvement and in line with the objectives of the corporate plan.</li></ul> <p>It was noted that the use of external review in the overall quality appraisal of audits should be revisited for discussion when proposals on the quality arrangements to support to the new appointments process are presented.</p>	RF	June 2010
3.	Impact reports		
	<p>Angela introduced impact reports on two performance audits – Improving Energy Efficiency and the Review of NHS Diagnostic Services. Following discussion, the conclusions of both impact reports were noted. Management Team noted that the annual report from the impact group would be discussed at the next meeting of the management group and it was agreed that the approach to making recommendations in reports should be discussed then.</p> <p style="text-align: center;"><b>Angela Cullen left the meeting.</b></p>		

4.	<b>Response to Consultation on FOISA Revised Code of Practice for Scottish Public Authorities</b>		
	<p>Mandy Gallacher joined the group and introduced her paper setting out a draft response to the consultation document, which had been circulated.</p> <p>Following discussion it was agreed that Mandy should revise the paper to take account of comments on the centrality of publication schemes to the management of FOISA for public bodies, and of the concerns to ensure that authorities can respond to FOISA efficiently and effectively.</p> <p style="text-align: center;"><b><i>Mandy Gallacher left the meeting.</i></b></p>		
5.	<b>Internal Audit Plan 2010-11</b>		
	<p>Diane introduced the draft internal audit plan for 2010-11 which had been prepared by RSM Tenon and which would be discussed at the forthcoming Audit Committee meeting. Following discussion it was agreed that a greater focus on supporting improvement in the programme would be welcomed, and that there should be further reflection on the programme following discussion at the Board of medium term financial planning.</p>		
6.	<b>AOB</b>		
	There was no other business.		
11.	<b>Date of the Next Meeting</b>		
	<p>It was agreed to hold a Management Team meeting on <b>15 February</b> to discuss a confidential staffing matter, but to cancel the meeting planned for 16 February.</p> <p>The next <b>Management Team</b> meeting will be on</p> <ul style="list-style-type: none"> <li>• <b>2 March 2010</b> at <b>10.30</b> am in the Auditor General's office.</li> </ul> <p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 2 MARCH 2010

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: **James Gillies attended for item 2.**  
**Fiona Kordiak attended for item 3.**  
**Angela Cullen attended for item 3, 4 and 5.**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 9 February 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – March Preview and Team Brief</b>		
	James Gillies joined the meeting and introduced the March Communications Digest, which had been previously circulated. Following discussion, Management Team noted the range of items involving mention of Audit Scotland reports in Parliament and the media, and approved the Team Brief for circulation.  <i>James Gillies left the meeting.</i>		
3.	<b>Central Government Intelligence Report</b>		
	Fiona Kordiak and Angela Cullen introduced the Central Government Intelligence report, which had been previously circulated.  Following discussion, Management Team noted the report and thanked the team for their work on it.  <i>Fiona Kordiak left the meeting.</i>		
4.	<b>Potential Audit Scotland Contribution to NAO's UN Audit</b>		
	Angela introduced the paper setting out the proposal for contributing one whole time equivalent resource to the UN audit being undertaken by the NAO for six years.  Management Team discussed the significant development opportunities for colleagues given the nature and duration of the appointment, and the cost recovery of any contribution and agreed in principle to allocate the specified resource so that more detailed discussions with the NAO could take place. It was noted that a discussion of risk management for the appointment would be welcome.	<b>AC</b>	<b>March/April 2010</b>

5.	<b>International Steering Group – update and items for approval</b>		
	<p>Angela introduced her report updating Management Team on the work of the international steering group. Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• international visits to Audit Scotland organised by Tribalhelm, would be supported, subject to operational and resourcing pressures.</li> <li>• The opportunity to contribute to the Vanuatu project would have to be declined because of pressure on resources</li> <li>• To consider further the annual report on international work in May.</li> </ul> <p style="text-align: center;"><i>Angela Cullen left the meeting.</i></p>	<b>AC</b>	<b>4 May 2010</b>
6.	<b>AOB</b>		
	There was no other business.		
11.	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 9 March 2010 at 9.30 am</b></li> </ul> <p>It was agreed to <b>cancel</b> the MT planned for 16 March 2010</p> <p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 9 MARCH 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: James Gillies joined the meeting for *Item 2*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 2 March 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>10<sup>th</sup> Anniversary Proposals for Audit Scotland</b>		
	James Gillies joined the meeting to discuss proposals for Audit Scotland's 10 Year Anniversary.  Following discussion it was agreed to organise a charitable bake sale on 1 April 2010, and fundraising anniversary quiz to mark the start of the tenth anniversary.  <i>James Gillies left the meeting.</i>		
3.	<b>Medium Term Financial Planning – Next Steps</b>		
	There was discussion of the medium-term financial strategy and the papers to be presented for approval to the next meeting of the Audit Scotland Board.  Following discussion, it was agreed that <ul style="list-style-type: none"><li>• The Board would be presented with a detailed budget for approval along with a 2010-11 supplement to the Corporate Plan</li><li>• The Board would also be presented with a route-map of the actions necessary to delivery the medium term financial strategy, including timelines for engaging with the firms, setting a baseline for local government's preparedness for the IFRS, reviewing structures, reviewing the code of audit practice and the key decision points for the Accounts Commission and the Auditor General in that process.</li><li>• The corporate plan supplement should set out the key messages for clients and stakeholders about Audit Scotland's response to the economic climate.</li></ul>	RF/D M/DH	<b>19 March 2010</b>

6.	<b>AOB</b>		
6.1	<p><b>Business Continuity Awareness Week 2010</b></p> <p>Diane tabled a short report by the Corporate Planning Officer on activities to promote the 2010 Business Continuity Awareness week. Management Team welcomed the initiative and approved the actions.</p>		
7.	<b>Date of the 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, 23 March 2010 at 9.30 am</b></li> </ul> <p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 30 March 2010</b> at 09.30hrs and will be held in the <b>Boardroom</b> at <b>Osborne House</b></li> </ul> <p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 23 MARCH 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Gillian Woolman and Nick Hex joined the meeting for *Item 2*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 9 March 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>NHS &amp; Sport Intelligence Report</b>		
	Gillian Woolman and Nick Hex joined the meeting and introduced the NHS & Sports Intelligence Report, which had been circulated.  Following a detailed discussion on the report, Management Team thanked Gillian and Nick for the work on the report.  <i>Gillian Woolman and Nick Hex left the meeting.</i>		
3.	<b>Correspondence Report</b>		
	Management Team considered the Correspondence Report to 17 March, which had been previously circulated. The contents of the report were noted.		
4.	<b>Board Agenda (26 March 2010)</b>		
	Management Team reviewed the agenda for the forthcoming Board meeting.		
5.	<b>AOB</b>		
	There was no other business.		
6.	<b>Date of the Next Meeting</b>		
	The next <b>Management Group</b> meeting • <b>Tuesday, 30 March at 09.30hrs</b> and will be held in the <b>Boardroom at Osborne House</b> .  The next <b>Management Team</b> meeting: • <b>Tuesday, 6 April at 09.30hrs</b> and will be held on the <b>Auditor General's office</b> .  <b><u>APOLOGIES:</u></b>  <i>Please give your apologies to Caroline x1606</i>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 20 APRIL 2010

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Lynn Bradley and Gordon Smail joined the meeting for **Item 2**  
Gordon Smail, Sally Thompson and Tricia Meldrum joined the meeting for  
**Item 3**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 23 March 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Local Government Intelligence Report</b>		
	<p>Lynn Bradley and Gordon Smail introduced the Local Government Intelligence Report, which had been previously circulated.</p> <p>Following discussion, Management Team thanked the team for their work on this report.</p> <p>Lynn outlined the new arrangements for the production of the Local Government Intelligence Report and requested any feedback and comments on the new format.</p> <p style="text-align: center;"><b><i>Lynn Bradley left the meeting</i></b></p>		
3.	<b>Impact Reports</b>		
	<p>Gordon Smail, Sally Thompson and Tricia Meldrum joined the meeting to discuss the undernoted Impact Reports, which had been previously circulated.</p> <ul style="list-style-type: none"><li>• Race Equality Duty on Council Services</li><li>• Drug and Alcohol Services in Scotland</li><li>• Commonwealth Games 2014</li></ul> <p>Management Team discussed the detailed findings on the Impact Reports for each of the areas of work, and the different levels of impact reporting across the three audits.</p> <p>It was agreed to feed-in the conclusions of the impact reporting into the performance audit programme.</p> <p style="text-align: center;"><b><i>Gordon Smail, Sally Thompson and Tricia left the meeting</i></b></p>		



<b>4.</b>	<b>Internal Audit Reports</b>		
	<p>Diane introduced the Internal Audit Reports, which had been previously circulated.</p> <ul style="list-style-type: none"> <li>• Internal Efficiency and Best Value Review Programme (29.03.10)</li> <li>• Performance Management (29.03.10)</li> </ul> <p>Management Team approved the reports. Diane provided an update on the progress of the Internal Audit Programme and the papers which would be presented to the Audit Committee on 29 April.</p>		
<b>5.</b>	<b>World Community Grid</b>		
	<p>Diane introduced the World Community Grid report, which had been previously circulated.</p> <p>Russell described the discussion at the Technology Management Group about the proposal and the assurances that had been provided on the security and reliability of the process.</p> <p>It was agreed that Allan Davie should provide a supplementary annex to the report outlining the capacity, security and integrity of the process, for information</p> <p>Management Team approved joining the World Community Grid and agreed that the Technology Management Group should sign-off on particular projects.</p>	<b>Allan Davie</b>	<b>Immediate</b>
<b>6.</b>	<b>Pay Award 2010</b>		
	<p>Diane outlined the progress in discussions with PCS on the Pay Award for 2010.</p> <p>Management Team agreed that the pay award should be implemented.</p>		
<b>7.</b>	<b>2010 Holyrood Summer School Nominations</b>		
	<p>Management Team discussed the Holyrood Summer School Nominations, which were included in the report from David Blattman, which had been circulated.</p> <p>Management Team welcomed the nominations from across the business and, having agreed to fund two places this year, agreed to supports Claire Sweeney and David Hanlon.</p> <p>It was also agreed that the other nominations should be encouraged to reapply next year.</p>		

8.	<b>AOB</b>		
	There was no other business.		
9.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting will take place on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 4 Ma y at 09.30hrs</b> and will be held in the <b>Auditor General's Office.</b></li> </ul> <p><b><u>Apologies</u></b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 4 MAY 2010

Present: Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: Bob Black

In Attendance: James Gillies joined the meeting for **Item 2**  
David Blattman & Jennifer Summers joined the meeting for **Item 3**  
David Blattman & David Hanlon joined the meeting for **Item 4**  
David Hanlon joined the meeting for **Item 5**  
Angela Cullen joined the meeting for **Item 6**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 20 April 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest and Team Brief – May Preview</b>		
	James Gillies joined the meeting and introduced the Communications Digest and Team Brief – May Preview, which had been previously circulated.  Following discussion, Management Team noted the report and thanked the team for their work.  <i>James Gillies left the meeting</i>		
3.	<b>Equal Pay Report 2008-09</b>		
	David Blattman and Jennifer Summers joined the meeting and introduced the Equal Pay Report 2008-09. David explained the basis for the equal pay report and the reason for the delay in its production.  Management Team discussed the context and approved the report, subject to minor amendments.  It was agreed that the 2009-10 report which is due in June 2010 would be reviewed with this report to assess the gender impact, if any, of the new reward scheme  <i>Jennifer Summers left the meeting</i>		
4.	<b>Lease Car Fuel Rates</b>		
	David Hanlon joined the meeting.  David Blattman introduced the Lease Car Fuel Rates report, which had been previously circulated.		

	<p>Management Team discussed the issues raised in the report and agreed to two recommendations</p> <ul style="list-style-type: none"> <li>The 2000cc cap will be clearly shown on all appropriate policies and expense claim forms in future to avoid any problems arising with other staff when choosing a new lease car.</li> <li>The 2000cc cap will not apply when a larger engine lease car is being used by a different employee for business purposes. This part of the recommendation is open ended.</li> </ul> <p>It was agreed that David Blattman would provide further analysis to enable Management Team to consider the response recommendations more fully.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>		
<b>5.</b>	<b>Performance &amp; Financial Update Q4 Report</b>		
	<p>David Hanlon introduced the Performance &amp; Financial Update Q4 report, which had been previously circulated.</p> <p>Management Team noted the position set out in the report and the information on dilapidation and pensions which were still awaited for the presentation of the accounts.</p> <p>Management Team thanked David and the team for their work.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>6</b>	<b>International Annual Report</b>		
	<p>Angela Cullen joined the meeting and introduced the International Annual Report, which had been previously circulated.</p> <p>Management Team welcomed and approved the report, subject to a final editing process to reduce the number of pages.</p> <p>It was agreed that the report should be published electronically.</p> <p style="text-align: center;"><b><i>Angela Cullen left the meeting</i></b></p>	<b>AC</b>	<b>Immediate</b>
<b>7.</b>	<b>AOB</b>		
	There was no other business.		
<b>8.</b>	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting will take place on:</p> <ul style="list-style-type: none"> <li><b>Tuesday, 11 May at 09.30hrs</b> and will be held in the <b>Auditor General's Office.</b></li> </ul> <p><b><u>Apologies</u></b> 18.05.10 DMcG <b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 11 MAY 2010

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith

Apologies: None

In Attendance: None

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 4 May 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Equality Annual Reports – Audit Scotland and Accounts Commission</b>		
	Diane introduced the Equality Annual Reports for Audit Scotland and the Accounts Commission, which had been previously circulated.  It was agreed to defer consideration of the reports to the next meeting.	<b>DMcG</b>	<b>18.05.10</b>
3.	<b>SCPA (19 May 2010)</b>		
	Diane introduced Audit Scotland's response to the SCPA's report and on Audit Scotland's 2010/11 budget and a letter outlining Audit Scotland's budget provisions.  Management Team approved the final response.		
4.	<b>AOB</b>		
	There was no other business.		
5.	<b>Date of the Next Meeting</b>		
	The next <b>Management Team</b> meeting will take place on: <ul style="list-style-type: none"> <li><b>Tuesday, 18 May at 09.30hrs</b> and will be held in the <b>Auditor General's Office.</b></li> </ul> <p><b><u>Apologies</u></b>                      18.05.10      DMcG</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 18 MAY 2010

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

In Attendance: James Gillies joined the meeting for *Item 5*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 11 May 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Management Group Agenda (25.05.10)</b>		
	The draft agenda for the Management Group meeting on 25 May was discussed and agreed subject to the addition of an item on the audit of companies.	RF	Immediate
3.	<b>Audit Scotland Board Agenda (03.06.10)</b>		
	The draft agenda was discussed and agreed.	DMcG	Immediate
4.	<b>Equality Annual Reports – Audit Scotland and Accounts Commission</b>		
	The MT approved the Equality Annual reports and recorded their appreciation of the work that had gone into them and the underlying activities to all members of the Diversity and Equality Group.		
5.	<b>Publications Assistant Extension of Contract</b>		
	James Gillies joined the meeting and introduced the Publications Assistant Extension of Contract report, which had been previously circulated.  The proposed extension was approved.		
4.	<b>AOB - Audit Scotland Accounts</b>		
4.1	<b><u>Key Messages from Actuarial Reports</u></b>  Russell Frith informed MT of the key messages from the actuarial reports on the accounting disclosures for the statutory accounts which were now being incorporated into the draft accounts.		

5.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Group</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 25 May at 09.30hrs</b> and will be held in the <b>Conference Room at 18GS</b></li> </ul> <p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 1 June at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>25.05.10 CG</b>  <b>01.06.10 CG</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 1 JUNE 2010

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: Alastair Swarbrick joined the meeting for **Items 3**  
David Blattman & Jennifer Summers joined the meeting for **Items 4 & 5**  
Alex Devlin joined the meeting for **Items 6 & 7**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 18 May 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest and Team Brief – June Preview</b>		
	Diane introduced the Communications Digest and Team Brief for June, which had been previously circulated.  It was agreed to discuss further with Management Group the audit of corporate governance arrangements across public bodies.  Management Team noted and approved the reports.	<b>RWB</b>	<b>Next MG meeting</b>
3.	<b>Electronic Working Papers Benefits Realisation Plan (EWP)</b>		
	Alastair Swarbrick joined the meeting and introduced the EWP, which had been previously circulated.  Following discussion, it was noted that the EWP system had further capacity to support improved efficiencies beyond the modules being implemented at present.  It was noted that further work would be undertaken to evaluate the additional potential of the system to deliver efficiencies.  Management Team requested that the financial cost benefit analysis of the investment in the project be prepared.  <b><i>Alastair Swarbrick left the meeting</i></b>	<b>AS/FK /LB</b>	



4.	<b>Staff Handbook</b>		
	<p>David Blattman and Jennifer Summers joined the meeting and introduced revisions and the additions to the Staff Handbook, which had been previously circulated.</p> <p>Following discussion the following policies were approved:</p> <ul style="list-style-type: none"> <li>• Lone working</li> <li>• Driver Safety</li> <li>• Alcohol and Drugs</li> <li>• New and Expectant Mothers</li> <li>• Jury Service</li> <li>• Ill health capacity procedure</li> </ul> <p>It was agreed that the due date for these policies should be December 2011.</p> <p>Management Team noted that the Acceptable Use Policy for IT equipment was still under revision, and that the Ethical Standards Policy review is being deferred to the end of 2010 pending changes being considered by the Audit Practicing Board.</p>	<p><b>DB</b></p> <p><b>AD/RF</b></p>	<p><b>Dec 2011</b></p> <p><b>Dec 2010</b></p>
5.	<b>Lease Car Fuel Rates</b>		
	<p>David Blattman and Jennifer Summers introduced the Lease Car Fuel Rates, which had deferred from the Management Group meeting on 25 May.</p> <p>Following discussion, it was acknowledged that an error had been made in information provided to staff about up-rating fuel rates.</p> <p>It was agreed that the 2000 cc cap on mileage claims would be clearly shown on all appropriate policies and expense forms to avoid any problems arising with staff when choosing a new lease car, and that only those who had selected a car with an engine over 2000 cc, during the period when the information had been unclear, would be reimbursed at the higher rate for the duration of the lease of their car.</p> <p>It was agreed that the 2000 cc cap reimbursement would not apply when employees were using other employees' lease cars for business purposes.</p> <p>It was agreed that David Blattman would communicate the outcome of this decision to those affected.</p> <p><b><i>David Blattman and Jennifer Summers left the meeting</i></b></p>	<p><b>DB</b></p>	<p><b>Immediate</b></p>

6.	<b>Publication of Senior Staff Expenses</b>		
	<p>Alex Devlin introduced the Publication of Senior Staff Expenses report, which had been previously circulated.</p> <p>Management Team considered the changes recommended in the report and deferred consideration to a future meeting of the Management Team when further information would be provided.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	<b>AD</b>	<b>July 2010</b>
7.	<b>Annual Register of Hospitality and Gifts 2009/10</b>		
	<p>Alex introduced the Annual Register of Hospitality and Gifts 2009/10, which had been previously circulated.</p> <p>Management Team noted the report which would be presented to the Audit Committee.</p>		
8.	<b>AOB</b>		
	There was no other business.		
9.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Monday, 7 June at 14.00hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p>The next <b>Corporate Management Forum</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Friday, 25 June at 12.00hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p>The next <b>Management Group</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 29 June at 09.30hrs</b> and will be held in the <b>Boardroom at Osborne House</b></li> </ul> <p><b><u>APOLOGIES:</u></b>  <b>01.06.10 CG</b>  <b>08.06.10 CG</b>  <b>15.06.10 CG</b>  <b>25.06.10 CG, DMcG, RF</b>  <b>29.06.10 RF, FK, DMcG</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 15 JUNE 2010

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: Fraser McKinlay and Barbara Hurst  
David Hanlon joined the meeting for *Item 2*  
Alastair Swarbrick and Allan Davie joined the meeting for *Item 3*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 1 June 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>2011–12 Budget Process and Timetable</b>		
	<p>David Hanlon joined the meeting and introduced the 2011-12 Budget Process and Timetable report, which had been previously circulated.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• The timetable would be revised to try to achieve an all day management group meeting on 18 August, the day before the next board meeting, so that a thorough review and discussion of priorities, cost reductions and budgetary pressures could take place to support the informal board discussion on 19 August.</li> <li>• The deadline of 6 August 2010 for the return of salary and cost expenditure schedules to the finance team would have to be rigidly adhered to, or the finance team would be unable to support the meeting on 18 August with the level of analysis necessary.</li> <li>• Peer review of budget proposals would take place across the management group, and that the meeting on 18 August would begin the process of challenge and revision, as necessary.</li> <li>• The budget process would run in tandem with discussion on revised priorities and focus for Audit Scotland's work. The strategy map and the Corporate Plan 2010-11 review and update would be circulated to all budget holders in the standard pack of information and budget holders would be invited to identify revisions/omissions/additions to the strategy map for discussion on 18 August. This would inform a discussion of clearer priorities with the Board and with other stakeholders. Bob agreed to discuss the approach to this work with Caroline on her return.</li> <li>• The Savings Guidance appendix should be seen as illustrative of one set of scenarios, and not as the maximum target to be delivered. It was agreed that the work over the summer was to establish a starting</li> </ul>	<p><b>DH/CC</b></p> <p><b>All</b></p> <p><b>All</b></p> <p><b>BB/CG</b></p> <p><b>All</b></p>	<p><b>Immediate</b></p> <p><b>06.08.10</b></p> <p><b>18.08.10 (TBC)</b></p> <p><b>25.06.10</b></p> <p><b>Immediate</b></p>

	<p>position in reducing the cost of audit from September onwards and should incorporate a three-year projection of what could be achieved and how.</p> <ul style="list-style-type: none"> <li>• Require budget holders to identify the staff involved over the summer in this work by 30 June 2010 and to notify David Hanlon accordingly.</li> <li>• Given the small under spend for 2009/10 and the requirement to consider funding options for potential increases in pension costs arising from IAS 19 in 2010/11 it was agreed that EYF bids would not be sought this year. Fraser McKinlay indicated that the previously identified need for EYF funding to support BV development in 2010/11 would not likely be required. David Hanlon to confirm with Fraser McKinlay.</li> </ul> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<p style="text-align: center;"><b>All</b></p> <p style="text-align: center;"><b>DH</b></p>	<p style="text-align: center;"><b>30.06.10</b></p> <p style="text-align: center;"><b>30.06.10</b></p>
<b>3.</b>	<b>Information and knowledge management – resource implications</b>		
	<p>Alastair Swarbrick and Allan Davie joined the meeting and introduced the undernoted reports, which had been previously circulated:-</p> <ul style="list-style-type: none"> <li>• Knowledge and Information Management</li> <li>• Information Management Resources</li> <li>• Project Support Analyst</li> </ul> <p>Management Team discussed the reports and agreed to approve the appointment on the fixed-term basis set out in the report of Project Support Analyst. It was noted that the Performance Audit Group and Best Value Scrutiny Improvement Group want to consider the ways in which this postholder can support further the work on performance information databases and electronic survey design. It was agreed that this should be progressed through the Technology Management Group.</p> <p>Management Team agreed to defer decision on the further resourcing requests and to revisit them as part of the budget review process. It was noted that there was a clear risk identified to progressing corporate knowledge management if a lead replacement for Alastair is not identified. Business groups would be asked to respond to the resourcing proposals set out in Alastair’s paper.</p> <p>Management Team congratulated Alastair on his recent marriage and wished him luck in his appointment as Auditor General to the Cayman Islands.</p> <p style="text-align: center;"><b><i>Alastair Swarbrick and Allan Davie left the meeting.</i></b></p>	<p style="text-align: center;"><b>MT</b></p>	<p style="text-align: center;"><b>18.08.10</b></p>
<b>4.</b>	<b>Replacement of Manager – Benefits (Technical)</b>		
	Russell introduced the Replacement of Manager – Benefits report, which had been previously circulated.		

	<p>Management Team discussed the report and following confirmation from Russell of the income generated from the post and its impact on potential cost-reductions, it was agreed to fill the vacancy on the basis set out in the report.</p> <p style="text-align: center;"><b><i>Russell Frith left the meeting.</i></b></p>		
<b>5.</b>	<b>Draft National Scrutiny Plan 2010 - 11</b>		
	<p>Fraser McKinlay introduced the draft National Scrutiny Plan 2010-11 report, which had been previously circulated.</p> <p>Fraser set out the background to the work and the arrangements for publication of the plan. Following discussion, Management Team commended the work of all those involved in the preparation of the plan, which marked a milestone in streamlining scrutiny in local government.</p> <p>It was agreed that the wider strategic issues raised by the plan should be discussed further at a Management Group meeting, and that a briefing on progress to date should be prepared for the Board.</p> <p>It was also agreed that Fraser would present the IPSOS/MORI evaluation of best value to Management team for discussion.</p>	<p><b>DMcG</b></p> <p><b>FMcK</b></p>	<p><b>August 2010</b></p> <p><b>August 2010</b></p>
<b>6.</b>	<b>Impact Reports</b>		
	<p>Barbara Hurst introduced the undernoted Impact Reports, which had been previously circulated.</p> <ul style="list-style-type: none"> <li>• Asset management in Local Government</li> <li>• Managing the use of medicines in hospitals: follow-up review</li> <li>• Asset management in the NHS</li> <li>• The First ScotRail Passenger Rail Franchise</li> <li>• Managing NHS waiting lists</li> <li>• Protecting and improving Scotland's environment</li> </ul> <p>Following a wide-ranging discussion on the reports, it was agreed that:</p> <ul style="list-style-type: none"> <li>• 3 month update reports would no longer be produced for Management Team, as these focus mostly on media coverage, which is already featured in the Communications digest;</li> <li>• A discussion about the arrangements for following up performance audit work would be scheduled for a future Management Group meeting.</li> </ul> <p>Management Team re-iterated the value of the impact reports and their continuing evolution.</p>	<p><b>BH</b></p> <p><b>DM</b></p>	<p><b>Immediate</b></p> <p><b>August 2010</b></p>

8.	AOB		
8.1	<p><b><u>Forthcoming Management Team Meetings</u></b></p> <p>It was agreed that the schedule of Management Team meetings would be revised in July to take account of annual leave.</p>	CC	Immediate
9.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Corporate Management Forum</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Friday, 25 June at 12.00hrs</b> and will be held in the <b>Conference Room at 18GS.</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p>15.06.10 CG  29.06.10 RF, FK, DMcG</p> <p><i>Please give your apologies to Caroline</i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 3 AUGUST 2010

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: David Hanlon joined the meeting for **Items 3, 4 & 5**  
Angela Cullen joined the meeting for **Item 7**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 15 June 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest and Team Brief – August Preview</b>		
	Diane introduced the Communications Digest and Team Brief for August, which had been previously circulated.  Management Team noted and approved the reports.		
3.	<b>Budget update</b>		
	David Hanlon joined the meeting to discuss the budget process to date and the next steps.  David confirmed that progress was well underway for the 18 August meeting with Directors to consider options for the 2011/12 budget and for the next three years.		
4.	<b>Management Group Agenda – 18 August 2010</b>		
	Caroline will issue an agenda following further discussions.		
5.	<b>Performance &amp; Financial Update Q1 Report 2010/11</b>		
	Management Team discussed Performance & Financial Update Q1 Report 2010/11, which had been previously circulated.  Management Team congratulated the health auditors on the conclusion of the health audit to deadline.  <b><i>David Hanlon left the meeting</i></b>		
6.	<b>Personal Data Incident/Loss</b>		
	Diane introduced the Personal Data Incident/Loss report, which had been previously circulated.  Management Team noted the report and the actions resulting from the loss. The report will go to the Audit Committee in September.	<b>DMcG</b>	<b>Sept</b>

7.	<b>International Steering Group – Update and Items for Approval</b>		
	<p>Angela Cullen joined the meeting and introduced the International Steering Group – Update and Items for approval report, which had been previously circulated.</p> <p>Management Team agreed to the following recommendations</p> <ul style="list-style-type: none"> <li>• To send three delegates to the EURORAI congress.</li> <li>• To provide a senior member of staff to moderate a session at the EURORAI congress.</li> <li>• Agree the proposals for dealing with overseas expenses in exceptional circumstances, subject to approval of the expenditure by the Chair of the International Steering Group.</li> <li>• Adopt the NAO expenses policy for UN assignments.</li> </ul> <p style="text-align: center;"><b><i>Angela Cullen left the meeting</i></b></p>		
8.	<b>AOB</b>		
	There was no other business.		
9.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 10 August at 09.30hrs</b> and will be held in the <b>Auditor General’s office</b></li> </ul> <p>The next <b>Management Group</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Wednesday, 18 August at 09.00 – 17.00hrs</b> and will be held in the <b>Conference Room at 18GS</b>. Agenda to follow</li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>03.08.10                      CG</b>  <b>10.08.10                      CG</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 10 AUGUST 2010

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: David Hanlon joined the meeting for **Item 3**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 3 August 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Firms' Remuneration and Efficiency Targets 2010/11 Audits</b>		
	<p>Russell Frith introduced the Firms' Remuneration and Efficiency Targets 2010/11 Audits report, which had been previously circulated.</p> <p>Management Team discussed the report and the proposed letter. Its was agreed that given no increase to the remuneration for 2010/11 audits, it would be proposed that no future efficiencies, beyond those already required, and relating to actions in the previous audits from 1 April 2010 and on absorbing the costs of IFRS implementation.</p>		
3.	<b>Budget Update &amp; EYF 2010/11</b>		
	<p>David Hanlon introduced the EYF 2010/11 report, which had been previously circulated, and updated Management Team on the progress made to date with the budget.</p> <p>Management Team agreed to recommend to the Board an EYF submission based on option A to part fund the pension shortfall detailed in the report.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>MT</b>	<b>19.08.10</b>
4.	<b>Management Group Agenda – 18 August 2010</b>		
	<p>The Management Team agenda for the budget review meeting scheduled for 18 August was discussed and it was agreed that Caroline Gardner would Chair the meeting.</p> <p>It was also agreed that the afternoon session would:</p> <ul style="list-style-type: none"><li>• begin with an update on the structural changes following Caroline Gardner's proposed secondment</li><li>• ongoing discussion with the directors about internal arrangements.</li></ul>		

5.	<b>Audit Scotland Board Agenda – 19 August 2010</b>		
	Diane introduced the Audit Scotland Board Agenda, which had been previously circulated.  Management Team approved the agenda.		
6.	<b>Corporate Management Forum Agenda – 20 August 2010</b>		
	The topics for discussion at the Corporate Management Forum were discussed and agreed.  Diane will circulate the agenda.	<b>DMcG Immediate</b>	
7.	<b>AOB</b>		
	There was no other business.		
8.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Group</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Wednesday, 18 August at 09.00 – 17.00hrs</b> and will be held in the <b>Conference Room at 18GS</b></li> </ul> <p>The next <b>Corporate Management Forum</b> meeting:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 20 August at 12.00hrs</b> and will be held in the <b>Conference Room at 18GS</b></li> </ul> <p>The next <b>Management Team</b> meeting:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 31 August at 09.30hrs</b> and will be held in the <b>Auditor General’s office</b></li> </ul> <p><b><u>APOLOGIES:</u></b>  <b>10.08.10 CG</b>  <b>20.08.10 CG</b>  <b>31.08.10 BB</b></p> <p><i>Please give your apologies to Caroline x1606</i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 31 AUGUST 2010

Present: Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: Bob Black

In Attendance: Alex Devlin joined the meeting for *Items 2 & 3*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 10 August 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Response to the Ministry of Justice Data Protection Call for Evidence</b>		
	Alex Devlin joined the meeting and introduced a discussion on the draft Response to the Ministry of Justice Data Protection Call for Evidence report, which had been circulated.  Management Team considered the proposal and, subject to some minor changes, approved the draft response.		
3.	<b>Scottish Public Services Ombudsman - Consultation on Complaints</b>		
	Alex introduced the Scottish Public Services Ombudsman - Consultation on Complaints report, which had been previously circulated, attaching a draft response to the Scottish Public Services Ombudsman - Consultation.  Following discussion the draft response was approved subject to minor changes.  <i>Alex Devlin left the meeting</i>		
4.	<b>AOB</b>		
	There was no other business.		
5.	<b>Date of the Next Meeting</b>		
	The next <b>Management Team</b> meeting <ul style="list-style-type: none"><li><b>Tuesday, 7 September at 09.30hrs</b> and will be held in the <b>Conference Room at 18GS</b></li></ul> <b><u>APOLOGIES:</u></b> <b>31.08.10 BB</b>  <i>Please give your apologies to Caroline x1606</i>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 7 SEPTEMBER 2010

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

Apologies: Barbara Hurst  
 Caroline Gardner

In Attendance: David Hanlon joined the meeting for **Item 3**  
 James Gillies joined the meeting for **Item 3 & 6**  
 David Blattman joined the meeting for **Item 5**

1.	Welcome	LEAD	DEADLINE
	<p>Bob Black welcomed the new Management Team members to the first meeting. Bob set out the opportunities and challenges for the next 18 months, including preparing for and delivering audit at reduced cost, maintaining the quality and impact of Audit Scotland's work, building on the messages of the Best Companies survey, breaking down barriers between business groups and creating an effective and visible management team.</p> <p>Bob then handed the chairing of Management Team meetings to Diane.</p>		
2.	<b>Note of previous meeting</b>		
	<p>The minutes of the previous meeting of 31 August 2010, which had been circulated, were agreed as an accurate record by Diane and Russell, who were the only Management Team members present at the previous meeting.</p>		
3.	<b>2011/2012 Budget Update</b>		
	<p>David Hanlon and James Gillies joined the meeting. David introduced his paper on key issues emerging from the budget review. Following detailed discussion, Management Team agreed that:</p> <ul style="list-style-type: none"> <li>• The budget would be prepared for four years, and that the fourth year would be based on the same assumptions as 2013/14 on workforce and other costs, except for known changes.</li> <li>• The financial assumptions solely for planning purposes for pay would be two per cent, of which half would be contribution based payments. It was recognised that the Independent Budget Review report presented four options for policy makers on pay, but that the Scottish Government had not yet revised its guidance effective in future years.</li> </ul>	<b>DH/RF</b>	<b>14.09.10</b>

	<ul style="list-style-type: none"> <li>Two uncertainties remained in the budget: the benefits of price competition from the audit procurement process and the costs of restructuring. For planning purposes, these items would be netted off against each other in the early years, and any remaining benefits would reduce the cost of audit further.</li> </ul> <p>There was a discussion about the irregular pattern of fee reductions based on current projections over three years, and that David and Russell would consider this further and report back to the next meeting.</p> <p>James tabled some slides on the key messages from the budget and these were discussed. It was agreed that Management Team members would contact James directly with further comments and suggestions and that there would be a further discussion about the key messages as the budget papers were prepared.</p> <p><b><i>James Gillies and David Hanlon left the meeting. Lynn Bradley left the meeting to attend another appointment.</i></b></p>		
4.	<b>Budget Review Follow on</b>		
	<p>Diane introduced a report summarising areas identified during the budget review exercise as having the potential to generate additional savings.</p> <p>It was agreed that the items identified in the report would form the basis of the efficiency agenda for the Director of Corporate Programmes. The items included:</p> <ul style="list-style-type: none"> <li>Allocation of non-chargeable tasks</li> <li>Improving sickness absence</li> <li>Input to Shared Risk Assessment and best value</li> <li>Support for Section 22 and 23 work and international work</li> <li>Use of the consultancy budget</li> <li>Timing of Osborne House closure</li> <li>Reviewing how we travel</li> <li>Implementing the review of administration services</li> <li>Reducing print runs and e-publication</li> <li>Reviewing and co-ordinating all learning and development.</li> </ul> <p>Other actions identified for Lynn to consider include</p> <ul style="list-style-type: none"> <li>Creating an employee suggestion scheme</li> <li>The future structure of the efficiency group and reporting</li> <li>E-expenses</li> <li>The contribution of the environmental strategy to cost reduction.</li> </ul>	<b>LB</b>	<b>Ongoing</b>

<b>5.</b>	<b>Strategic HR Issues</b>		
	<p>David Blattman joined the meeting and introduced his report highlighting the strategic HR issues identified during the budget review process.</p> <p>It was agreed that David would provide initial discussion papers as follows:</p> <ul style="list-style-type: none"> <li>• Pay policy – 14 September</li> <li>• Workforce planning and reshaping – 14 September</li> <li>• Updating HR policies – 21 September</li> <li>• Supporting the Partnership Forum – 21 September</li> <li>• Work levels review – 28 September.</li> </ul> <p>It was noted that ongoing discussions will also be required on career development, learning and development, the trainee programme and employee engagement.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB</b>	<b>From 14.09.10</b>
<b>6.</b>	<b>Communications Digest &amp; Team Brief</b>		
	<p>James Gillies rejoined the meeting and introduced the key strategic issues emerging from the Communications Digest – September Preview report which had been 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>Opportunities to meet colleagues</b>		
	<p>Diane introduced a discussion on opportunities to meet with colleagues and highlighted the meetings detailed in the schedule which had been circulated.</p> <p>It was agreed that it was important for the new Management Team to be visible in engaging with colleagues and explaining the new structures and the ongoing development of our budget proposals.</p> <p>It was agreed that Management Team members would inform Caroline Cockburn of key meetings and events so that the attendance of Management Team members can be co-ordinated.</p> <p>Fiona informed the group that she was setting up some additional meetings, as it was not possible to quickly reach all colleagues through existing meetings.</p>	<b>All</b>	<b>Ongoing</b>

8.	<b>AOB</b>		
8.1	<p><b><u>Accounts Commission</u></b></p> <p>Fraser highlighted the key issues for discussion at the forthcoming Accounts Commission meeting on 16 September.</p> <p>Fraser informed Management Team of recent contact with the Scottish Public Services Ombudsman.</p>		
9.	<b>Key messages to colleagues</b>		
	It was agreed that there would be a short message on Libro about the meeting and highlighting the agenda.	<b>DMcG Immediate</b>	
10.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 14 September at 09.30hrs</b> and will be held in the <b>Deputy Auditor General's Office.</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>14.09.10 Fiona      Kordiak</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 14 SEPTEMBER 2010

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

Apologies: Caroline Gardner  
 Fiona Kordiak

In Attendance: David Hanlon joined the meeting for **Item 2**  
 David Blattman joined the meeting for **Items 3 & 4**

		LEAD	DEADLINE
<b>1.</b>	<b>Note of previous meeting</b>		
	The minutes of the previous meeting dated 7 September, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>2011/2012 Budget Update (Key Messages)</b>		
	<p>David Hanlon joined the meeting and introduced his paper updating Management Team on further revisions to the proposed budget 2011/12.</p> <p>Following detailed discussion, Management Team agreed that the SCPA budget provision should be based on option cost profile one, as presented, which would result in a reduction in audit fees of 16.7% in real terms by 2014/15.</p> <p>Management Team agreed that the benefits of competition of audit tendering should be reinvested in the business and workforce redesign over the next three to four years. Recurring benefits would reduce the cost of audit further from 2014/15.</p>		
<b>3.</b>	<b>Workforce Planning &amp; Reshaping</b>		
	<p>David Blattman joined the meeting and introduced item 5, his report on Workforce Planning and Reshaping, which been previously circulated, was discussed.</p> <p>Management Team agreed to the parameters set out in the paper for developing greater flexible working options for Audit Scotland and for developing a scheme to enable Voluntary Early Release Agreements, which would be discussed with PCS.</p> <p>Management Team agreed the timescales set out in the report. It was agreed that Lynn Bradley and David Blattman would present more detail options to Management Team in October and November aiming to receive approval from the Audit Scotland Board in December.</p> <p style="text-align: center;"><b>David Hanlon left the meeting</b></p>	<b>LB</b> <b>DB</b>	<b>OCT/NOV</b> <b>2010</b>



<b>4.</b>	<b>Pay Policy</b>		
	<p>David Blattman introduced his paper on Pay Policy, which had been previously circulated.</p> <p>He set out the objectives of the paper which was to inform Management Team of the current pay climate and to begin thinking about the 2011 pay award arrangements.</p> <p>It was agreed that there would be a further discussion with the Remuneration Committee.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB</b>	<b>Next RemCo</b>
<b>5.</b>	<b>Risk Register</b>		
	<p>Russell introduced his paper on the Risk Register, which had been previously circulated.</p> <p>Following discussion it was agreed that the risk description at risk 5 should be expanded to include wider acceptance of the Public Audit regime and that further action should be described for risk 14 given the restructuring to Management Team arrangements.</p> <p>It was agreed that Barbara Hurst should be deleted as a risk owner for risk 11 and that the link between risk 25, the delivery of corporate programmes and some of the other risks in the register should be clarified.</p> <p>Management Team approved the Risk Register subject to those amendments for the next Audit Committee Meeting.</p>	<b>RF</b>	<b>23.09.10</b>
<b>6.</b>	<b>Scheme of Delegation</b>		
	<p>Diane introduced proposals to revise the Scheme of Delegation in her report, which had been previously circulated.</p> <p>Following discussion, it was agreed that a section on a quorum for Management Team meetings should be included in the Scheme of Delegation. The quorum would be the Accountable Officer or the Chief Operating Officer plus three other members.</p> <p>Management Team supported increasing the authorisation levels in their new role as Management Team members to £100,000.</p>		
<b>7.</b>	<b>Internal Audit – 2010/11</b>		
	<p>Diane introduced the Internal Audit reports, which had been previously circulated.</p> <p>On the Publications Process, it was agreed to defer this report for further engagement with the Auditor General and the Accounts Commission.</p> <p>Management Team noted the report on Human Resources and noted the Changes to Internal Audit Recommendations.</p>	<b>DMcG</b>	

<b>8.</b>	<b>Audit Scotland Board – Draft Agenda (23.09.10)</b>		
	<p>Diane introduced the Audit Scotland Board draft agenda, which had been previously circulated.</p> <p>It was noted that the Carbon Management Plan should feature on the agenda.</p> <p>Management Team noted the Board agenda.</p>	<b>DMcG</b>	<b>Immediate</b>
<b>9.</b>	<b>Audit Committee – Draft Agenda (23.09.10)</b>		
	<p>Diane introduced the Audit Committee draft agenda, which had been previously circulated.</p> <p>Management Team noted the draft agenda.</p>		
<b>10.</b>	<b>Strategic issues arising from our work</b>		
	There was discussion about new appointments in Scottish Government, the Best Value and Scrutiny Improvement agenda and engagements with the National Audit Office.		
	<b>AOB</b>		
	There was no other business.		
<b>11.</b>	<b>Key messages to colleagues</b>		
	It was agreed to highlight the discussion of the Risk Register to colleagues in the brief update on the meeting.	<b>DMcG</b>	<b>Immediate</b>
<b>12.</b>	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li><b>Tuesday, 28 September at 09.15 – 12.15hrs</b> and will be held in the <b>Conference Room at 18GS</b>. A presentation will be given at this meeting by Robert Cumming, Ipsos Mori.</li> </ul> <p><b>Note</b></p> <p>As agreed the Management Team meeting scheduled for the 21 September will be cancelled.</p> <p><b><u>APOLOGIES:</u></b></p> <p><b>14.09.10 CG &amp; FK</b>  <b>28.09.10 FMcK</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 5 OCTOBER 2010

Present: Diane McGiffen (Chair)  
Barbara Hurst  
Fraser McKinlay  
Lynn Bradley  
Russell Frith

Apologies: Bob Black  
Fiona Kordiak

In Attendance: Robert Cumming, Ipsos Mori joined the meeting for **Item 2**  
James Gillies joined the meeting for **Items 2 & 3**  
David Blattman and Angela Canning joined the meeting for **Item 5**

		LEAD	DEADLINE
<b>1.</b>	<b>Note of previous meeting</b>		
	Diane updated Management Team on discussions with the Scottish Government about the Sustainable Development Commission.  The minutes of the previous meeting dated 28 September, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Local Authority Chief Executive and Financial Director Survey 2010.</b>		
	Robert Cumming of Ipsos Mori and James Gillies joined the meeting and introduced the findings of the Local Authority Chief Executive and Financial Director Survey 2010. Management Team discussed the survey results and the opportunities to engage further with Chief Executives and Finance Directors on Audit Scotland's plans for the next four years.  Management Team thanked Robert Cumming for the presentation.  It was agreed to make the results available on Libro.  <b><i>Robert Cumming, Ipsos Mori left the meeting</i></b>	<b>JG</b>	<b>Immediate</b>
<b>3.</b>	<b>Communications Digest and Team Brief – October Preview</b>		
	Management Team noted the contents of the report. It was agreed to review the ability to collate additional messages for corporate use on the effectiveness of public bodies in responding to challenges.	<b>All</b>	<b>Immediate</b>
	It was agreed that Management Team members should send forthcoming comments or speaking engagements to Fiona McCall for inclusion in the monthly report.	<b>All</b>	<b>Ongoing</b>
	It was also agreed to incorporate more coverage of local authority matters in future briefings.	<b>JG</b>	<b>Ongoing</b>

	<p>Management Team discussed the Team Brief and approved it subject to inclusion of comment on the completion of the local authority audits. Management Team recognised that this had been a significant achievement by Audit Services colleagues.</p> <p>There was discussion about the importance of this year's communication to clients on fee levels. It was agreed that James Gillies and Dave Beveridge would review the letters for communicating fees and that business group directors would nominate an assistant director to become involved in thinking through the engagement around fees across all sectors.</p> <p>Business group directors should let Diane know their nominated colleague.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>	<p><b>JG/DB</b></p> <p><b>FK/ FMcK/ BH</b></p>	<p><b>11.10.10</b></p>
<b>4.</b>	<b>Audit of Public Companies &amp; Related Bodies</b>		
	<p>Russell introduced his report on the Audit of Public Companies and Related Bodies, which had been previously circulated. Following detailed discussion, it was agreed that Russell would provide a further paper setting out what could be done under the current public audit regime to strengthen or enhance scrutiny of local government companies and LLPs and to set out the pros and cons of different ways of auditing such bodies.</p> <p>Management Team recognised that there were strategic issues to be considered about the fitness of purpose of the current public audit regime for the challenges of the next ten years and it was agreed that these should be considered in the context of the effectiveness of the framework following the public pound.</p>	<b>RF</b>	<b>November</b>
<b>5.</b>	<b>Work Level Review</b>		
	<p>Angela Canning and David Blattman joined the meeting and introduced the report on Work Level Review project, which had been previously circulated.</p> <p>Angela and David outlined the procurement process and the lessons learned during the process and the considerations which led to them recommending the appointment of QCG as preferred supplier for the assessment.</p> <p>Management Team approved QCG as the preferred supplier subject to further negotiation on the inclusion of the Corporate Services Group and Audit Strategy.</p>		
<b>6.</b>	<b>Sector Meetings – discussion following on from Item 4 in the minute from 28 September 2010</b>		
	<p>Russell introduced a discussion on the future format and timing of sector meetings, following on from the previous Management Team meeting.</p> <p>It was agreed that the next meeting for all audit engagement</p>	<b>RF</b>	<b>October</b>

	<p>partners would be the 26 November, and this would cover all sectors.</p> <p>It was agreed that this was a key opportunity to present a consistent corporate message about our plans for the next four years on fees and work programmes and to engage with audit partners about the challenges in public sector auditing.</p> <p>It was agreed that it would be very useful for Bob Black and John Baillie to be present for part or all of the meeting and that there is a need to review Audit Scotland's attendance at the event.</p> <p>It was also agreed that there would be individual sector meetings following on in 2011 from this first meeting and Russell will develop the proposals further and provide a paper to Management Team by end of October. It was agreed that Russell would clarify the revised purpose and remit of sector meetings to ensure a common understanding.</p>		
<b>7.</b>	<b>Responding flexibly to emerging issues – discussion following on from Item 4 in the minute from 28 September</b>		
	<p>Diane introduced a discussion on the capacity to respond flexibly to emerging issues, which had been raised at the previous Management Team.</p> <p>Following detailed discussions about the range of issues to emerge through correspondence, audit or press enquiries that require a coordinated response, it was agreed that there should be a standing item on the last Management Team meeting of each month considering any issues which were emerging or required response in the course of the month.</p>	<b>DMcG Ongoing</b>	
<b>8.</b>	<b>Future Agenda Items</b>		
	Diane introduced a discussion noting the future agenda items, which had been identified for discussion at Management Team including a discussion from Bob Black on engagement around the proposed Institute for Scotland.		
<b>9.</b>	<b>AOB</b>		
<b>9.1</b>	<b><u>Accounts Commission Agenda</u></b>		
	Fraser McKinlay introduced items for discussion at the forthcoming Accounts Commission meeting including the initial topic on the Accounts Commission's engagement strategy.		
<b>9.2</b>	<b><u>Controller of Audit – New Appointment</u></b>		
	Fraser McKinlay updated Management Team on plans to communicate his new appointment as Controller of Auditor.		
<b>9.3</b>	<b><u>Head of Audit Agencies</u></b>		
	Management Team noted the discussions about a Heads of Audit Agencies meeting.		

9.4	<p><b><u>Corporate Management Forum - Rescheduled</u></b></p> <p>It was agreed that the Corporate Management Forum should be rescheduled to the beginning of November to ensure a full participation as possible.</p>	DMcG	Immediate
9.5	<p><b><u>Suggestion Scheme</u></b></p> <p>Lynn Bradley informed Management Team of plans to set up an electronic suggestion scheme.</p>	LB	
10.	<p><b>Key messages to colleagues</b></p>		
	<p>It was agreed that the key messages would be about the Mori Survey, refocusing the sector meetings and the appointment of a preferred provider for the work levels review.</p>	DMcG	Immediate
11.	<p><b>Date of the Next Meeting</b></p>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Monday, 11 October</b> at <b>14.00 – 17.00hrs</b> and will be held in the <b>Deputy Auditor General's Office at 110GS.</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>11.10.10 FK</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 11 OCTOBER 2010

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

Apologies: Fiona Kordiak

In Attendance: David Blattman joined the meeting for *Items 4 & 5*

		LEAD	DEADLINE
<b>1.</b>	<b>Note of previous meeting</b>		
1.1	The minutes of the previous meeting dated 5 October, which had been circulated, were agreed as an accurate record.		
1.2	<b><u>Matters Arising</u></b>  Following the decision to approve QCG as the preferred supplier for the worklevel review.  Lynn advised Management Team that QCG had confirmed that they would incorporate work on Corporate Services and Audit Strategy within the parameters set by MT at up plus 10 per cent of the contract value.		
<b>2.</b>	<b>Response to consultation on revising the approach to Freedom of Information Publication Schemes</b>		
	Diane introduced a report by the Corporate Portfolio Manager, which had been previously circulated.  Following discussion, Management Team noted the report and approved the response.		
<b>3.</b>	<b>Response to consultation on extending the coverage of the Freedom of Information (Scotland) Act 2002</b>		
	Diane introduced a report by the Corporate Portfolio Manager, which had been previously circulated.  Management Team noted and approved the contents of the report and the proposed approach to responding.		
<b>4.</b>	<b>Best Companies Employee Survey 2010/11</b>		
	David Blattman joined the meeting and introduced the Best Companies Employee Survey 2010/11 report, which had been previously circulated.  Following discussion, during which Management Team reflected on the value of the Best Companies Survey 2010 and the benefits		

	<p>of continuing with the survey, Management Team noted and approved the contents of the report.</p> <p>It was agreed to ensure that communication to colleagues about the survey reported the messages already given by Bob that the three things at a corporate level for Audit Scotland are:</p> <ul style="list-style-type: none"> <li>• greater visibility and a clearer management structure</li> <li>• better corporate working</li> <li>• valuing all our contributions, skills and talents equally.</li> </ul>		
<b>5.</b>	<b>Resourcing</b>		
	<p>Management Team considered the range of vacancies in the assistant director group, following the most recent resignation of Lorna Meahan.</p> <p>Management Team congratulated Lorna on her appointment to Dumfries and Galloway Council, but recognised the significant loss that her departure would mean for Audit Scotland.</p> <p>Following detailed discussion, it was agreed to proceed with internal advertisements only at this stage to supplement the assistant director roles as follows:</p> <ul style="list-style-type: none"> <li>• One permanent assistant director in Best Value</li> <li>• Fixed-Term (18 months) assistant director in Best Value</li> <li>• Fixed-Term (18 months) assistant director in Audit Services</li> </ul> <p>It was recognised that there was still some degree of transition to occur in the Best Value team, and that the four year workforce plan had been developed before the appointment of Fraser to the Controller of Audit role. Following discussion it was agreed to continue with two permanent assistant director posts within the BVS group, but only to fill one on a permanent basis at the moment. It was agreed to fill the second vacancy on a fixed-term basis for 18 months to ensure that the team and the Controller of Audit were sufficiently resourced to deliver their workplan during Caroline Gardner's secondment.</p> <p>It was noted that one assessment centre should be organised for all the vacancies, and that Management Team should encourage as many internal applicants as possible to take part in the assessment centre, so that it may be used primarily to create development plans for these aspiring to promotion in future, as well as, assessment for those seeking promotion now.</p> <p>It was agreed that directors would provide David Blattman with up to date job descriptions for the roles and that David should proceed to make the necessary arrangements.</p> <p>It was also agreed that communication about the vacancies and recruitment process should be managed as part of the clear messages about how the recruitment process will be handled for every vacancy.</p>	<p><b>FMcK/ FK</b></p> <p><b>DB</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p>



<b>6.</b>	<b>Introduction of MetaCompliance – A policy management system</b>		
	Lynn introduced the paper from the Corporate Planning and Data Protection Officer, which had been previously circulated.  Following discussion, Management Team noted the arrangements for implementing of the new system.		
<b>7.</b>	<b>SPSO – Volumes and costs of complaint handling – secondment opportunity</b>		
	Fraser introduced the request from the Scottish Public Services Ombudsman to consider secondment opportunities for staff at Audit Scotland.  It was agreed to support the advertisement internally of the secondment opportunity.		
<b>8.</b>	<b>Auditing Sustainability</b>		
	There was a discussion about the work plans for auditing sustainability.		
<b>9.</b>	<b>AOB</b>		
	There was no further business.		
<b>10.</b>	<b>Key messages to colleagues</b>		
	It was agreed to highlight discussions about Best Companies and FOI.		
<b>11.</b>	<b>Date of the Next Meeting</b>		
	The next <b>Management Team</b> meeting <ul style="list-style-type: none"> <li><b>Tuesday, 19 October at 09.15 – 12.15hrs</b> and will be held in the <b>Deputy Auditor General's Office at 110GS.</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>11.10.10 FK</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 19 OCTOBER 2010

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

Apologies: Barbara Hurst

In Attendance: David Blattman and Fiona Mitchell-Knight joined the meeting for **Item 3**

		LEAD	DEADLINE
<b>1.</b>	<b>Note of previous meeting</b>		
1.1	The minutes of the previous meeting dated 11 October, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Data Protection Policy</b>		
	<p>Diane introduced the Data Protection Policy report, which had been previously circulated.</p> <p>Management Team approved the changes to the Data Protection Policy for recommendation to the Board, and agreed that it should be distributed through the Metacompliance system.</p>	<b>DM</b>	<b>Nov 2010</b>
<b>3.</b>	<b>Performance Development Improvement Group</b>		
	<p>Fiona Mitchell-Knight and David Blattman joined the meeting and introduced the Performance Development Improvement Group (PDIG), which had been previously circulated.</p> <p>Fiona and David discussed the work of PDIG and explained the recommendations in the paper on the revised appeals process for performance appraisals and on the introduction of 360 degree feedback.</p> <p>Following detailed discussion of the progress made in implementing the new Performance Appraisal System, Management Team:</p> <ul style="list-style-type: none"><li>• Approved the revised appeal process, as set out, but subject to minor amendments</li><li>• Approved the involvement of HR in the appeals process on a transitional basis, subject to a stocktake after 18 months</li><li>• Agreed that a 360 degree feedback should not be incorporated into the PAD system at the moment, but requested a detailed report from David Blattman on the options for introducing 360 degree feedback to Audit Scotland in a cost-effective way to support and embed a culture of feedback</li></ul>		

	<ul style="list-style-type: none"> <li>• Discussed moderation processes and reflected on the range of scores awarded across the business.</li> <li>• Agreed to have further discussion to reflect on performance ratings</li> <li>• Agreed to give guidance in December on some of the themes that should be incorporated into forward objectives and links to the new corporate plan.</li> </ul> <p>Management Team concluded by noting the considerable progress made by the PDIG under Fiona’s leadership and thanked Fiona, David and other colleagues on the group for their commitment and achievements.</p> <p>Fiona reported that the equality impact assessment for the appraisal scheme was with the Diversity and Equality group and that she would contact Diane to arrange for a new sponsor to be identified for this work following Caroline Gardner’s secondment.</p> <p>MT reiterated the continuing value of the objectives set out for the performance management and appraisal process:</p> <ul style="list-style-type: none"> <li>• To create a culture of regular constructive feedback</li> <li>• Maintain a focus on delivering results</li> <li>• Intensify focus on behaviours that lead to sustainable performance.</li> </ul> <p style="text-align: center;"><b><i>Fiona and David left the meeting.</i></b></p>		<p style="text-align: right;"><b>MT Dec 2010</b></p> <p style="text-align: right;"><b>FMK – October 2010</b></p>
4.	<b>Corporate Programmes – October to November 2012</b>		
	Lynn updated MT on progress consulting across the business on the Corporate Programmes agenda and outlined the key elements of the report that would be submitted to MT later in the month.		
5.	<b>Forthcoming Agenda Items</b>		
	<p>MT discussed the current list of forthcoming agenda items which had been circulated.</p> <p>Following discussion, it was agreed to schedule a discussion on the Public Audit Regime in Scotland for the 2 November meeting, at which no other business would be considered. It was agreed that the purpose of the discussion was to inform the review of our strategy map and to consider the extent to which the regime needed to change to meet the challenges of the next ten years, as well as discussing opportunities for innovation and potential threats to the regime.</p> <p>It was agreed to have a further strategic discussion as part of the corporate plan preparations on our people, including a discussion of talent management, 360 degree feedback and learning and development.</p> <p>It was agreed to add a report from Russell on quality arrangements in November, and a discussion on Voluntary Early Release arrangements in November and on the work levels review in January.</p>		<p style="text-align: right;"><b>MT Nov 2 2010</b></p>

	It was agreed that Diane would schedule topics for discussion over the next few months.		
<b>6.</b>	<b>AOB</b>		
	<p>MT discussed the programme of meetings with Bernard Marr to begin revising the corporate strategy map and create a revised performance management and reporting system.</p> <p>MT noted the invitation to the Auditor General to sit in a personal capacity on the Flourish awards panel at Glasgow City Council.</p> <p>MT noted the appointment of Ronnie Cleland to the role of non-executive director at the Scottish Government.</p> <p>MT noted that the procurement of the new audit appointments would shortly go live.</p> <p>Fraser updated MT on the recent meeting of the Accounts Commission.</p>		
<b>7.</b>	<b>Key messages to colleagues</b>		
	It was agreed that the key messages to colleagues were about the work of PDIG, the importance of feedback and further consideration of options for introducing 360 degree feedback, and the initial discussions to start revising our corporate plan.		
<b>8.</b>	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 26 October at 09.15 – 12.15hrs</b> and will be held in the <b>Boardroom at Osborne House.</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>19.10.10 BH</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 26 OCTOBER 2010

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

In Attendance: David Blattman attended for item 2  
Alyson Hanlon and Mark Watkin from Hay Group attended for item 2  
David Hanlon attended for items 2 and 7  
David Henning joined the meeting for item 3  
Alex Devlin attended for item 7

		LEAD	DEADLINE
<b>1.</b>	<b>Note of previous meeting</b>		
1.1	The minutes of the previous meeting dated 19 October, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Administration services review</b>		
	<p>Alyson Hanlon and Mark Watkin presented the conclusions of the review of administration services.</p> <p>Following detailed discussion about the evolution of business support services and the cultural and structural changes involved, it was agreed that:</p> <ul style="list-style-type: none"><li>• The outcome of the review should be a transition to a more flexible model of business support across Audit Scotland to capitalise on the rationalisation of the property portfolio, to create a more efficient and flexible use of resources and to provide greater levels of support more consistently</li><li>• It was acknowledged that this transition would take time and involved a significant cultural shift, clarity of expectations and changes to management arrangements</li><li>• There would be further discussion of executive assistant support for Directors and Assistant Directors and that that issue should be resolved as part of the review</li><li>• Following further work on these outstanding issues MT would consider a final suite of recommendations addressing structure, resourcing, efficiency savings and transition arrangements by the end of November.</li></ul> <p>MT thanked Hay Group for their work.</p> <p><b><i>Alison, Mark and David left the meeting.</i></b></p>	<b>DB</b>	<b>Nov 2010</b>

<b>3.</b>	<b>Corporate Programmes</b>		
	<p>Lynn introduced her report on Corporate Programmes, which had been circulated. Lynn outlined the main elements of the programme and David Henning gave a presentation on the proposed changes to and migration to a new intranet and extranet, a central feature of the corporate programmes agenda.</p> <p>Following discussion, MT approved the programmes set out in Lynn's report, and the reporting arrangements to MT.</p> <p>It was noted that successful engagement of colleagues in the programme was central to its success and that this had to be managed carefully to avoid overloading some key colleagues. MT acknowledged that effective delegation would be essential.</p> <p>MT noted the arrangements for sharing the programme with colleagues.</p>		
<b>4.</b>	<b>Impact reports</b>		
	MT agreed to defer discussion of this item.		
<b>5.</b>	<b>Recruitment in Audit Services</b>		
	<p>Fiona introduced her report on recruitment needs in Audit Services, which had been circulated.</p> <p>Following discussion of resourcing pressures and options, MT</p> <ul style="list-style-type: none"> <li>• confirmed that no suitably qualified staff require to be redeployed from other part of the organisation into the grade D vacancies</li> <li>• approved an internal campaign to recruit three grade D auditors</li> <li>• approved an external campaign to recruit a small number of professional trainees, with the exact number to be approved by the Management Team prior to appointment.</li> </ul>	<b>FK</b>	<b>immediate</b>
<b>6.</b>	<b>Business Continuity Plan – Disaster Management Team</b>		
	<p>Diane introduced her report requesting a nomination from MT to replace Caroline Gardner on the Disaster Management Team (DMT).</p> <p>Following discussion, it was agreed that Fraser McKinlay would join the DMT.</p>		
<b>7.</b>	<b>Q2 Performance and Financial report</b>		
	Alex Devlin and David Hanlon joined the meeting.		

	<p>Diane introduced the performance reports for Q2 and David Hanlon outlined the current financial position and the timetable for year-end forecasting.</p> <p>MT reviewed the performance headlines from the key performance questions, and it was agreed that these should be considered again as part of the discussion on key priorities at the following week's management team and in preparation for discussion with Bernard Marr about the strategy map.</p> <p>MT noted the achievements of the business against targets and the changes to the risk ratings on various questions.</p> <p style="text-align: center;"><b><i>Alex and David left the meeting.</i></b></p>		
<b>6.</b>	<b>AOB</b>		
	<p>MT considered the request to participate as an observer on the Scottish Policing board Sustainable Policing Sub Group and agreed that while offering other assistance, this invitation would be declined.</p>	<b>FMcK</b>	<b>immediate</b>
<b>7.</b>	<b>Key messages to colleagues</b>		
	<p>It was agreed that the key messages to colleagues were about the recruitment opportunities.</p>		
<b>8.</b>	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 2 November at 09.00 – 12.15hrs</b> and will be held in the Deputy Auditor General's office.</li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 9 NOVEMBER 2010

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

Apologies: Bob Black

In Attendance: Lorna Meahan joined the meeting for **Item 2**  
Tricia Meldrum joined the meeting for **Item 4 by videoconference**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 2 November 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Diversity &amp; Equality Steering Group</b>		
	<p>Lorna Meahan joined the meeting and introduced the Diversity &amp; Equality Steering Group report, which had been previously circulated.</p> <p>Management Team noted the activities undertaken by the group and:</p> <ul style="list-style-type: none"><li>• approved the collection of comprehensive staff monitoring information as part of the next annual details update</li><li>• the recommendation of DESG that further formal responses to the secondary consultation on the specific duties under the Equality Act are not necessary</li><li>• noted the progress on Audit Scotland's equality and diversity activities.</li></ul> <p>Management Team thanked Lorna for her significant contribution to Audit Scotland, not least to making progress on diversity and equality and wished her every success in her new role at Dumfries and Galloway council.</p> <p style="text-align: center;"><b><i>Lorna Meahan left the meeting</i></b></p>		
3.	<b>Information Project Officer – Extension to Contract</b>		
	<p>Lynn tabled a report seeking Management Team's approval for the extension to the Information Project Officer's contract for a further eighteen months.</p> <p>Management Team approved the contract extension to ensure effective resourcing of a key part of the Corporate Programmes agenda.</p>		



<b>4.</b>	<b>Impact Group</b>		
	<p>Tricia Meldrum joined the meeting by videoconference from Edinburgh and introduced two reports from the Impact Group, which had been circulated.</p> <p>Following discussion, Management Team thanked Tricia and the impact group for the papers which had helped focus attention on some key issues.</p> <p>It was agreed that</p> <ul style="list-style-type: none"> <li>• Tricia would join the Corporate Management Forum meeting on Thursday to take part in the session facilitated by Barbara and Fiona on audit follow up and impact reporting</li> <li>• That audit follow up needs to balance coverage, focus and depth, within finite resources</li> <li>• There should be threshold for audit follow up, and that further consideration should be given to the criteria</li> <li>• That a clear plan for audit follow up during the 2010/11 audits needs to be in place for the sector meeting</li> <li>• The governance arrangements for the good practice website were appropriate and that it should be stressed to colleagues that the website should be populated with examples obtained during the course of audit work, and that case studies should not be created solely for the website.</li> <li>• The arrangements for supporting improvement through the website would be considered again as the corporate plan is revised.</li> </ul> <p style="text-align: center;"><b><i>Videconference with Tricia ended.</i></b></p>	<p><b>TM</b></p> <p><b>BH/FK</b></p> <p><b>MTeam</b></p>	
<b>5.</b>	<b>Our Priorities – Continuing Discussion</b>		
	<p>Following on from the discussion of 2 November, Management Team took stock of the key issues emerging in refreshing the corporate plan and agreed to devote time at its next meeting to a more detailed discussion on supporting improvement and on independence.</p> <p>It was agreed that Fraser would circulate an earlier paper to the Accounts Commission on supporting improvement.</p> <p>Diane outlined the provisional plans to conclude the revision of the strategy map in December, and it was noted that she would confirm plans with colleagues over the next few weeks.</p>	<p><b>MT</b></p> <p><b>FMcK</b></p> <p><b>DMcG</b></p>	
<b>6.</b>	<b>Sector Meetings Update</b>		
	Russell gave an update on plans for the sector meeting on 26 November 2010 and tabled a draft agenda.		

	<p>Following discussion, it was agreed that the agenda should be revised to encourage more active discussion of the key challenges facing audit and auditors in the coming few years.</p> <p>There was discussion about the use of financial ratios in local government audit reports. It was agreed that Russell and Lynn should discuss further and bring back a paper to Management Team on the current and potential use of the ratios.</p>	<p><b>RF</b></p> <p><b>RF/LB</b></p>	
<b>7.</b>	<b>Audit Charges 2010/11 – Key Messages (Draft)</b>		
	<p>Russell introduced a draft set of key messages on Audit Charges 2010/11 for internal use by colleagues.</p> <p>Following discussion, it was agreed that Fiona and Russell should finalise the messages and circulate them to the Corporate Management Forum for further comment on Thursday.</p>	<b>RF/FK</b>	<b>11.11.10</b>
<b>8.</b>	<b>Comprehensive Spending Review</b>		
	<p>Diane introduced the Comprehensive Spending Review reports, which had been previously circulated.</p> <ul style="list-style-type: none"> <li>• Audit Scotland’s Spending Review 2010 report (October 2010)</li> <li>• SPICe – The Information Centre report (21.10.10)</li> </ul> <p>The papers were noted and it was agreed to allocate time for discussion after the Cabinet Secretary for Finance and Sustainable Growth’s announcements on 17 November.</p>		<b>22.11.10</b>
<b>9.</b>	<b>Local Government Current Issues</b>		
	<p>Fiona introduced the Local Government Current Issues report, which had been previously circulated.</p> <p>Fiona informed Management Team that she would be inviting Bob to a meeting with Assistant Directors to discuss audit issues.</p>	<b>FK</b>	<b>Immediate</b>
<b>10.</b>	<b>Audit Scotland Board (05.11.10) – Feedback</b>		
	Diane gave Management Team feedback on the recent Audit Scotland Board meeting which took place on Friday, 5 November 2010.		
<b>11.</b>	<b>Accounts Commission meeting (04.11.10) – Feedback</b>		
	Fraser gave Management Team feedback on the recent Accounts Commission meeting, which took place on Thursday, 4 November 2010.		

12	<b>AOB</b>		
12.1	<p><b><u>Corporate Priorities</u></b></p> <p>Management Team discussed the Corporate Management Forum agenda and it was agreed that there should be discussion on Corporate Priorities, introduced by Diane and facilitated by Lynn and Fraser, followed by a discussion on Audit Follow up, facilitated by Fiona and Barbara and a section on Audit Fees and the sector meeting led by Russell.</p>	<b>All</b>	
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>• Discussion of audit follow up arrangements</li> <li>• Further discussion of corporate plan priorities</li> <li>• Developments in our approach to Diversity and Equality monitoring.</li> </ul>		
14.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 16 November at 09.15 hrs</b> and will be held in the <b>Deputy Auditor General's office at 110GS.</b></li> </ul> <p><b><u>Apologies</u></b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 22 NOVEMBER 2010

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

Apologies: None

In Attendance: David Hanlon and Alex Devlin joined the meeting for **Item 3**

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the previous meeting of 16 November 2010, which had been circulated, were agreed as an accurate record.</p> <p>Lynn Bradley provided an update on discussions with the Cabinet Office on the voluntary early release proposals and highlighted the ongoing areas for clarification.</p>		
2.	<b>Performance Audit – Follow-up of national reports</b>		
	<p>Barbara and Fiona introduced their paper on the follow-up of national reports, which had been circulated.</p> <p>Following discussion about the balance between risk-based follow up and sufficient coverage to provide meaningful analysis, it was agreed that:</p> <ul style="list-style-type: none"> <li>• 2 – 3 reports would be identified for follow up each year</li> <li>• The reports identified for the 2010/11 audits are Purchasing, Use of Consultants and Waste Management</li> <li>• Auditors would be required to produce a local report on their work</li> <li>• Auditors would be required to provide a return on their audit follow up plans, including a nil return if appropriate.</li> </ul> <p>There was discussion about the respective roles of Audit Strategy and Performance Audit Group on monitoring progress and quality and it was agreed that the follow-up process should link clearly to local government Assurance and Improvement Plans.</p> <p>It was agreed that Barbara would present the proposals on follow up to the sector meeting.</p>	BH	

3.	<b>Public Services Reform (Scotland) Act – information on the exercise of public functions</b>		
	<p>David Hanlon and Alex Devlin joined the meeting and introduced the paper on arrangements to publish information as required under the Public Services Reform (Scotland) Act.</p> <p>Following discussion, Management Team</p> <ul style="list-style-type: none"> <li>• Noted the duties under the Act</li> <li>• Approved the use of Audit Scotland's website as the principal method of publication</li> <li>• Approved publication on a quarterly basis of information on, overseas travel, hospitality and entertainment, external consultancy and payments in excess of £25,000</li> <li>• Half yearly aggregated payments in excess of £25,000</li> <li>• Yearly publications of public relations and information</li> <li>• Approved the annual publication of a statement on the number of staff with remuneration in excess of £150,000 which was currently nil.</li> </ul> <p>Management Team also discussed the content of a statement on supporting sustainable growth and approved ongoing publication on the approval of the Chief Operating Officer.</p> <p>Management Team requested further material on the publication of communication expenditure and approved the annual report as the primary way of reporting on efficiency, effectiveness and economy.</p> <p>It was agreed that a report should be prepared on our plans for the January Board meeting.</p>	DH/ AD	
4.	<b>Scottish Government Spending Plans and Draft Budget 2011/12</b>		
	<p>Management Team discussed the recent spending plans announced by the Cabinet Secretary for Finance and Sustainable Growth. It was noted that a briefing for colleagues is currently being prepared and it was agreed that the matter should be considered further following debate in the Parliament.</p>		
5.	<b>AOB</b>		
	<p>Management Team discussed the agenda for the Sector meeting with auditors on 26 November.</p> <p>Diane provided an update on the recent meeting with the Scottish Commission for Public Audit.</p> <p>Fraser provided an update on appointments to the Accounts Commission.</p>		

	Lynn invited Management Team to nominate colleagues to participate in discussions about e-publications.	<b>All</b>	
<b>6.</b>	<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>• Discussion of the requirements of the Public Services Reform Bill</li> <li>• Clarification of the plans for audit follow up</li> <li>• Consideration of the Government's spending plans.</li> </ul>		
<b>7.</b>	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 30 November</b> at <b>11.00 – 14.00hrs</b> and will be held at <b>110GS, 2<sup>nd</sup> Floor.</b></li> </ul> <p style="text-align: center;"><b>A Sandwich lunch will be provided.</b></p> <p><b><u>Apologies</u></b></p> <p><b>30.11.10 BB</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 30 NOVEMBER 2010

Present: Diane McGiffen  
Russell Frith  
Barbara Hurst  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley (joined by conference call)

Apologies: Bob Black

In Attendance: Alex Devlin joined the meeting for *Item 2*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 22 November 2010, which had been circulated, were agreed as an accurate record.		
2.	<b>Business Continuity Plan – Version 6</b>		
	Alex Devlin joined the meeting and introduced Version 6 of the Business Continuity Plan, which had been previously circulated.  Management Team noted the key changes to the plan and approved it for recommendation to the Board.  <i>Alex Devlin left the meeting</i>	<b>Alex Devlin</b>	<b>27.01.11</b>
3.	<b>Accounts Commission Draft Agenda (09.12.10)</b>		
	Fraser introduced the draft agenda for the Accounts Commission meeting on 9 December.  Management Team noted the items for discussion.		
4.	<b>Audit Scotland Statutory Charges – 2010/11 Audit Year</b>		
	Management Team considered the revised format for the letters to clients on audit charges, and subject to some minor amendments and the addition of a brief paragraph on how our work was being reshaped to respond to the current financial situation, the letter was approved.	<b>RF</b>	<b>Immediate</b>
5.	<b>Emerging Issues from our Work</b>		
	Fraser updated the group on recent discussion on issues emerging from audit work, including review of severance pay arrangements, large capital projects and continuing consequences of the failure of Icelandic banks.		

6.	<b>Corporate Priorities</b>		
	Management Team discussed further the reshaping of Audit Scotland's corporate priorities, including the discussion paper circulated by Bob on improvement and independence. Management Team also discussed the opportunities to strengthen work on effective governance, financial health and value for money.		
7.	<b>AOB</b>		
	<p>Management Team agreed to consider a day-long session in January to prepare for 2011 and to revisit the arrangements for the frequency, timing and agendas for Management Team meetings. Diane will identify options.</p> <p>It was noted that work to conclude the Administrative Services review had not yet been completed. It was agreed that David Blattman would be asked to update Management Team on progress following the meeting.</p> <p>The agenda for 7 December was discussed and it was agreed that the agenda should focus on quality and the findings of the survey of NHS clients.</p>	<p><b>DM</b></p> <p><b>DM</b></p> <p><b>RF</b></p>	<p><b>Dec 2010</b></p> <p><b>Immediate</b></p> <p><b>07.12.10</b></p>
8.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team</b> meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 7 December</b> at <b>09.15 – 12.15hrs</b> and will be held at <b>18GS, Conference Room</b></li> </ul> <p><b><u>Apologies</u></b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 7 DECEMBER 2010

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

Apologies: Bob Black

In attendance: John Gilchrist joined the meeting for **Item 3**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 30 November 2010, which had been circulated, were agreed as an accurate record.		
2.	Communications Digest and Team Brief		
	Management Team agreed to provide any comments to the Communications Team on the digest and team brief by 10 December.	All	10.12.10
3.	Audit Quality		
	<p>John Gilchrist joined the meeting.</p> <p>Russell introduced the papers on quality and with John Gilchrist set out the main results and trends in the NHS Client survey. Management Team welcomed the results of the survey and noted the positive responses across the various elements of the survey. There was discussion of the variations highlighted in the report and Fiona provided a briefing on the context for one client's survey return.</p> <p>Barbara offered to incorporate the quality survey questionnaire in a review of survey tools being undertaken by Performance Audit Group and it was agreed that Russell would liaise with Barbara's team to incorporate the learning from the review in to the redesign of a questionnaire for use following the next round of audit appointments.</p> <p>Management Team then discussed the ongoing activity that would be incorporated into the annual quality report to Audit Scotland's Audit Committee for the current financial year. The work in year for each business group was outlined.</p> <p>Management Team discussed the options for additional external review of audit work and it was agreed that Russell and Fiona would bring a paper to Management Team on with options before the end of the financial year.</p> <p style="text-align: center;"><b>John Gilchrist left the meeting</b></p>	<p>RF</p> <p>RF/FK</p>	<p>November 2011</p> <p>March 2011</p>

4.	<b>Response to the Information Commissioner on the Draft Code of Data Sharing Practice</b>		
	Diane introduced a paper setting out a proposed response to the draft code of data sharing practice. Following discussion, Management Team approved the response.	<b>DMcG</b>	<b>Immediate</b>
5.	<b>Key messages for colleagues</b>		
	It was agreed to highlight to colleagues the consideration of the quality reports.		
6.	<b>AOB</b>		
	Management Team discussed the implications on colleagues and the business of the severe weather disruption. It was agreed to issue guidance to colleagues for the exceptional situation to supplement the standing guidance on travel disruption in the Staff Handbook.	<b>DMcG</b>	<b>Immediate</b>
7.	<b>Date of next meeting</b>		
	<p>The next meeting of the Management Team will be held on:</p> <p><b>Tuesday, 14 December at 09.00hrs</b> and will be held in the <b>British Medical Association, 14 Queen Street, Edinburgh.</b></p> <p><b>Note: Bernard Marr will be joining this meeting</b></p> <p><b><u>Apologies:</u></b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 14 DECEMBER 2010

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

Apologies: Russell Frith

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

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 7 December 2010, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Reshaping the Workforce – VERA Scheme</b>		
	<p>Lynn Bradley introduced the Reshaping the Workforce – VERA Scheme report, which had been previously circulated.</p> <p>Following detailed discussion of the operation of the scheme. It was agreed that Management Team should take the final decisions in March on applications and subject to that amendment, it was agreed that the scheme would be recommended to the Remuneration Committee for approval.</p> <p>Management Team noted the current status of changes to the civil service compensation scheme.</p> <p style="text-align: center;"><i>David Blattman left the meeting</i></p>	<b>LB</b>	<b>22 Dec</b>
<b>3.</b>	<b>Annual Pay Cycle – April 2011</b>		
	<p>David Blattman introduced the Annual Pay Cycle – April 2011 report, which had been previously circulated.</p> <p>Following discussion it was agreed that, following the agreement of the Remuneration Committee, negotiations for main grade staff could begin with PCS.</p> <p>In David's absence it was agreed that clarification would be provided on the pay cycle for all staff.</p>	<b>DM</b>	<b>Dec 2010</b>
<b>4.</b>	<b>Reshaping the Workforce – Flexible Working</b>		
	Lynn Bradley introduced the Reshaping the workforce – Flexible Working report, which had been previously circulated.	<b>LB</b>	<b>22 Dec</b>

	Following discussion it was agreed to seek Remuneration Committee approval to the inclusion of career breaks in our flexible working policy, as an additional measure which could help provide greater options for colleagues, reduce staffing costs and support the reshaping of the workforce.		
<b>5.</b>	<b>Recruitment in Audit Services</b>		
	<p>Fiona Kordiak introduced the Recruitment in Audit Services report, which had been previously circulated.</p> <p>Following discussion Management Team agreed to approve an internal recruitment campaign to recruit three grade D auditors and an external campaign to recruit a small number of professional trainees, with the final number subject to approval by Management Team.</p>	<b>FK</b>	<b>Jan 2011</b>
<b>6.</b>	<b>International Update</b>		
	It was agreed to deal with this report by correspondence.		
<b>7.</b>	<b>Key messages for colleagues</b>		
	<p>It was agreed that the key messages for colleagues would be that</p> <ul style="list-style-type: none"> <li>• The VERA scheme had been approved by Management Team and would now be presented to the Remuneration Committee for approval.</li> <li>• That Management Team will seek approval from the Remuneration Committee for a career break policy.</li> </ul>		
<b>8.</b>	<b>Date of next meeting</b>		
	<p>The next meeting of the Management Team will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 11 January at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS</b>. No Agenda will be submitted for this meeting.</li> </ul> <p><b>Apologies</b></p> <p><b>Please give your apologies to Caroline Cockburn (X1606)</b></p>		