



MINUTES OF MANAGEMENT TEAM MEETINGS

2007

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 9 JANUARY 2007

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen

		<u>Action</u>
1.	Notes of previous meeting	
	The minutes of the meeting of 19 December 2006, which had been circulated, were agreed as an accurate record.	
2.	Refurbishment of 18 George Street - update	
	<p>Diane updated MT on recent developments with the refurbishment of 18 George Street. She tabled a letter which our solicitors had sent on our behalf to the landlords detailing our understanding of the failure of the structure of the building to meet current building regulations on fire safety and our proposal for resolving this issue. Diane reported that meetings with the landlord had taken place this morning and the landlords agents had informally agreed to approve the works suggested.</p> <p>Diane reported that the structural issues uncovered before Christmas had both cost and programme implications. The best information at the moment suggested that the remedial work required would add at least two weeks to the work programme for the first phase of the work, and an additional £6,000 per week in preliminaries, as well as the cost of the work which was still to be confirmed but would probably be around £8 - 10,000. There would also be additional professional and legal fees to pay. Diane agreed to report back in detail once final costs are established, and to update MT on progress in resolving the issue.</p>	Diane
3.	Redevelopment of website	
	Following discussion, MT welcomed and approved the project proposal, which had been circulated, to redevelop the Audit Scotland website.	
4.	MDP cohort 4 and 5	
	Diane updated MT on the next phases of the management development programme. There was discussion of the pilot programme, and Diane will report back to MT with more information once the evaluation of the pilot has been completed.	Diane
5.	Staff meetings	
	There was discussion of the forthcoming staff meetings planned for Corporate Services and Audit Strategy staff on 18 January and for East Kilbride staff on 19 January. Further events will be planned following these two pilot events.	Diane
6.	Spring budget revision	
	It was agreed to put forward a spring budget revision to recover the costs of the Ombudsman's pension liability, pending a resolution of this issue with the Scottish Executive.	Russell

7.	Item agreed by correspondence after the meeting – regrading of Personal Assistant post in Corporate Services	
	MT agreed to the regrading and revised job description for the Personal Assistant to the Director of Corporate Services post. The post title is now Executive Assistant and is now grade C (SCP22-31 £18,324 - £24,333). The additional cost of this will be absorbed within the existing corporate services budget. The post will now be advertised.	Diane
8.	Date of next meeting	
	The next meeting will be at 10am on 16 January 2007.	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 16 JANUARY 2007

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen

In Attendance: *Angela Cullen and Phil Grigor attended the meeting for agenda item 2.*

1.	Note of previous meeting	
	The minutes of the meeting of 9 January 2007, which had been circulated, were agreed as an accurate record.	
2.	Review of Quality Assurance of Public Reporting Group Projects	
	<p>Russell introduced the paper on the pilot quality assurance review process for public reporting group projects. Angela and Phil described the process for undertaking the reviews, the findings and actions that had been taken. Following discussion, Management Team welcomed the review process as a major step forward in assuring the quality of our work and agreed that:</p> <ul style="list-style-type: none">• Caroline should discuss with her Directors the proposals for future quality assurance work on overview reporting and best value auditing• Russell should prepare a paper setting out the strategy and process for quality assurance of public reporting projects and detailing reporting arrangements to MT, the Auditor General and the Accounts Commission• Russell should consider how to bring in reviewers from outside the public reporting group to add further independence and challenge to the process• A corporate review of how we collect and use stakeholder and client feedback should be developed. <p style="text-align: center;"><i>Angela and Phil left the meeting.</i></p>	<p>CG</p> <p>RF</p> <p>RF</p> <p>DM</p>
3.	Monthly budget monitoring report	
	Diane introduced the monthly budget report for November 2006, which had been circulated and outlined the timetable for production of the December results and a revised forecast. MT noted the November results.	
4.	Update on 18 George Street	
	Diane provided an oral update on the refurbishment project at 18 George Street. Diane outlined the issue that had been identified on fire protection of steel beams in the building and reported on recent dialogue with the landlord's agents and lawyers. The landlord is currently maintaining that ensuring that the fire protection to the structure is compliant with current building standards is not his responsibility. Our lawyers are engaged in resolving the dispute. Following discussion Management Team agreed that we should commission the fire protection works to the second floor while seeking a resolution with the landlord on the rest of the building.	

5.	Board and Audit Committee agendas	
	MT discussed the agenda items for the forthcoming Board and Audit Committees on 26 January 2007.	
6.	Internal audit – review of audit procurement	
	Diane tabled copies of an internal audit review of the recent audit procurement exercise. The report will be on the agenda of the next Audit Scotland Audit Committee.	
7.	Scrutiny review	
	MT discussed the Crerar review of scrutiny and the forthcoming meeting between Bob and Lorne Crerar.	
8.	Date of next meeting	
	The next meeting is on 23 January 2007 at 14.30.	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 23 JANUARY 2007

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen

In Attendance: *Steve Murray joined the meeting for agenda item 2.*

1.	Note of previous meeting	
	The minutes of the meeting of 16 January 2007, which had been circulated, were agreed as an accurate record.	
2.	Budget & Forecast	
	Steve Murray tabled an updated budget report for December. Steve outlined the plans to finalise the statement in advance of the Board meeting on Friday, 26 January, and to produce a revised forecast in time for this meeting. The Management Team agreed to provide comments on the December forecast to Steve as quickly as possible. Steve Murray left the meeting	ALL
3.	Media Monitoring/NLA Issues	
	Diane introduced a paper from James Gillies on the cost and usage of the Media Monitoring Service, which had been circulated. Following discussions, it was agreed to continue with the present service, and conduct a further review in six months time. The Management Team advised James to contact those with no usage of the service to identify whether they would object to the service being removed. The Management Team welcomed the paper.	DMcG
4.	Internal Audit Procurement Report – Final Version	
	There was further discussion of the report which had been tabled last week. The Management Team welcomed the findings of the internal audit report.	
5.	Update – Staff Meetings	
	There was discussion of the recent staff meetings in Edinburgh and East Kilbride. It was agreed that further staff meetings to discuss the restructuring, the corporate plan and ethical standards should be arranged and should include a venue in the North.	DMcG

6.	Update – 18 George Street	
	<p>Diane provided an update on the refurbishment at 18 George Street. Diane discussed the email from Shepherd and Wedderburn which provided a status report on the legal aspects of the remedial fire proofing works. Shepherd and Wedderburn's email also provided an update on health and safety issues.</p> <p>Following discussion, it was agreed that, given the costs and time delays in securing a second quote for fire protection work on the third floor, that this work should proceed in line with the advice of the project team.</p> <p>Diane is to provide further updates at future meetings.</p>	DMcG
7.	Any Other Business	
7.1	<p><u>Scottish Commission for Public Audit Scotland</u></p> <p>There was discussion of the proposed response to the SCPA report. Diane is to co-ordinate the reply with James.</p>	DMcG
8.	Date of next meeting	
	The next meeting is on 30 January 2007 at 10.00 hours	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 30 JANUARY 2007

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen

In Attendance: *James Gillies joined the meeting at Item 7*

1.	Note of previous meeting	
	The minutes of the meeting of 23 January 2007, which had been circulated, were agreed as an accurate record.	
2.	December Financial Report	
	Diane introduced the December Financial Report which had been tabled at the Board meeting on Friday, 26 January. The Management Team discussed the December results.	
3.	Year-End Forecast	
	Diane reported that the Year-End Forecast was not yet available, pending further discussion with the finance team. Bob expressed his disappointment that the forecast was not available in finalised form for the meeting. Diane to circulate the Forecast following discussion with Russell and Steve.	DMcG
4.	Statistics & Registration Services Bill	
	Following discussion, it was agreed that Diane should contact the National Audit Office to establish whether they had replied to the UK legislation. Diane will prepare a response to the Finance Committee's request following that discussion.	DMcG
5.	Update – Health & Safety	
	Diane updated the Management Team on the Health & Safety meeting which had taken place on Wednesday, 24 January. The key issues going forward were the refurbishment of 18 George Street, the risk assessment for new audit implication and fixed audit sites and the second phase on driver safety training. An annual update will be available to the Management Team later in the year.	DMcG
6.	Update – 18 George Street	
	<p>Diane introduced a paper, which had been circulated electronically prior to the meeting, from Osprey Mott MacDonald, the Project Managers for the refurbishment work, which outlined the options available to Audit Scotland, given the Landlord's approach to resolving the fire protection issue in relation to the steel beams.</p> <p>Following discussion, it was agreed to pursue a formal instruction or requirement from Building Control. Following the advice of the professional teams involved in this project, it was agreed that our main priority was to ensure that the workflow continued with as few delays as possible.</p>	DMcG

7.	Publications Schedule	
	<p>James tabled a paper on the forthcoming Publications Schedule and highlighted the significant volume of publications now planned for May and June. It was agreed to revisit the summer publication schedule with the relevant directors.</p> <p>The Management Team noted the comprehensive media coverage of the Media Monitoring/NLA Issues. There was discussion of the need to plan and manage for relationships with the new Parliament. James will bring forward a discussion paper on an external relation strategy to a future Management Team meeting.</p> <p style="text-align: center;"><i>James Gillies left the meeting</i></p>	DMcG/JG
8.	Any Other Business	
	None	
9.	Date of the Next Meeting	
	<p>The date of the next meeting is on 2 February 2007 at 09.30am for a strategic discussion.</p> <p>Apologies received: Russell Frith</p>	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 13 FEBRUARY 2007

Present: Bob Black, Russell Frith, Diane McGiffen
 Apologies Caroline Gardner
 In Attendance: *Alex Devlin joined the meeting at Items 3, 4 5, 6 & 6a*
Steve Murray joined the meeting at Item 7
James Gillies joined the meeting at Item 9

1.	Note of previous meeting	
	The minutes of the meeting of 30 January 2007, which had been circulated, were agreed as an accurate record.	
2.	Leased Cars – Mileage Rate	
	<p>Management Team discussed the paper by the HR & OD Manager, which had been circulated. Following discussion, it was agreed to implement the recommendations in the report that the fuel rate be increased retrospectively from 1 July 2006 to 31 January 2007 by 1p per mile for both diesel and petrol leased cars, at an approximate cost of £6,000; to revise the fuel rate from 1 February 2007 to 9p per mile for diesel and 11p per mile for petrol. Both changes are in line with Inland Revenue rates. The changes will result in a modest reduction in the cost to Audit Scotland for reimbursing fuel.</p> <p>It was agreed that the HR & OD Manager would communicate with staff through the HR Newsletter and ensure payment of any money due to staff by the end of the financial year.</p>	DMcG
3.	Annual Planning & Reporting Cycle for 2007- 08	
	Alex Devlin introduced the paper which had been circulated setting out the timetable for planning and reporting performance to the Management Team. Management Team welcomed the detailed schedule.	
4.	Annual Report 2006 - 07	
	Management Team welcomed the report outlining the timetable for the production of the Annual Report. It was noted that the final date for publication of the Accounts of the Annual Report were still to be confirmed with the Scottish Commission for Public Audit. It was noted that Diane is accountable for the production of the annual report.	
5.	Q3 Performance Report	
	<p>Alex Devlin introduced the Report of the Performance to the Q3 of the year, which had been circulated.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> ➤ Business groups would be asked to review sickness absence and explain any underlying trend increases alongside the performance report for the Q4; ➤ That Caroline Gardner would be asked to report on review work underway in public reporting to improve the projection and delivery against target dates for reports. <p>*Please note that an update on sickness absence is attached to the minutes</p>	DMcG/ CG

6.	Draft Corporate Plan	
	There was discussion of progress in producing the Corporate Plan, a draft of which had been circulated.	DMcG
6a.	MT Tracking of Actions	
	<p>Management Team welcomed the paper setting out how the MT actions would be tracked and progress reported against them, and noted some minor amendments to the flow chart of the process.</p> <p>It was agreed that the information should be available on Libro.</p> <p style="text-align: center;"><i>Alex Devlin left the meeting.</i></p>	DMcG
7.	Budget & Forecast	
	<p>Steve Murray introduced the Budget & Forecast, which had been circulated. Steve tabled information reviewing salary projections which further increased the projected surplus to 31 March 2007.</p> <p>Bob expressed his dissatisfaction about the delay in finalising the forecast.</p> <p>It was agreed that work should continue to investigate with the Business Groups potential courses of action.</p> <p style="text-align: center;"><i>Steve Murray left the meeting.</i></p>	DMcG
8.	Correspondence Report	
	The Correspondence Report, which had been circulated, was noted.	
9.	Publications Schedule	
	<p>James Gillies tabled a paper showing the Publications Schedule to December 2007. Management Team reviewed the planned publications until end of March 2007 and noted the need for further discussion on the programme of work from June 2007 onwards.</p> <p>It was agreed to schedule a discussion with Directors and the Management Team on this issue.</p> <p>There was also a discussion on outlined proposals for a Seminar on Public Reporting Study, and it was agreed that this would be further discussed in the context of the external relations paper which James is preparing.</p> <p style="text-align: center;"><i>James Gillies left the meeting.</i></p>	DMcG
10.	MDP Briefing Note Final Event – Update	
	Diane McGiffen updated the Management Team on arrangements for the final event for the pilot MDP Programme Group. Barbara Hurst and Gavin Stevenson will attend the event. Diane will liaise with Eglinton to ensure that dates are held in Management Team members' diaries for subsequent final events as cohorts progress through the programme.	

11.	Update – 18 George Street	
	<p>Diane McGiffen provided a verbal update on progress with refurbishment of 18 George Street. Diane informed the Management Team that Building Control had now confirmed, in writing, that a completion certificate would be provided for Audit Scotland if our work is completed as outlined in the building warrants submitted to the Council. The Council had confirmed that issues to do with the fire protection of the steel beams in the building would not affect the completion certificate for the refurbishment work, and that any further enforcement action would be addressed to the Landlord, rather than the tenant.</p> <p>It was agreed that Diane should provide a paper outlining the current decision. It was also agreed to proceed with the refurbishment as originally planned.</p>	DMcG
12.	Update - Statistic & Registration Bill	
	Management Team noted the response by the National Audit Office to the consultation on Independent Statistics. It was agreed that no further action should be taken.	
13.	Support for the Accounts Commission	
	Mr Black updated the Management Team on the ongoing arrangements for support for the Accounts Commission, and it was agreed that a further discussion should be scheduled at the next available Management Team meeting.	DMcG
14.	CIPFA/PMPA Panel	
	Management Team noted the agenda for this Seminar, which had been circulated.	
15.	Any Other Business	
	None	
16.	Date of the Next Meeting	
	<p>The date of the next meeting is on 19 February 2007 at 09.30 hours. This is the first meeting of the Corporate Management Forum and the topic for discussion is "Lorne Crerar Scrutiny Review Report".</p> <p>The next meeting of the Management Team is at 14.30 hours on 27 February.</p>	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 27 FEBRUARY 2007

Present: Bob Black, Russell Frith, Diane McGiffen, Caroline Gardner

In Attendance: *Posie Maitles & Brigid Russell joined the meeting for Item 2*

Bill Magee joined the meeting at Item 3

1.	Note of previous meeting	
	The minutes of the meeting of 13 February 2007, which had been circulated, were agreed as an accurate record.	
2.	Leadership Development Proposal	
	<p>Diane introduced the proposal for the next phase of the Leadership Development Programme at Audit Scotland which would include a series of structured interviews with all Directors and Assistant Directors around a core set of themes. The objectives of the interviews would be to:</p> <ul style="list-style-type: none"> ➤ Identify and explore the strategic and contextual challenges facing Audit Scotland in the next 1-3 years, ➤ Identify the associated leadership challenges for the organisation and clarifying the changing shape of leadership. ➤ Identify current leadership skills and behaviours, ➤ To gain views on the content format style of delivery of proposed corporate leadership development activities. <p>Following discussion with Posie Maitles and Brigid Russell from Salomons Centre for Leadership and Management Development, Management Team approved the proposal.</p> <p style="text-align: center;"><i>Posie Maitles and Brigid Russell left the meeting.</i></p>	DMcG
3.	Support for the Accounts Commission	
	<p>There was further discussion of the Support for the Accounts Commission. It was agreed that this issue would be raised initially with the Chair and other Accounts Commission members at the Accounts Commission Strategy Seminar.</p> <p style="text-align: center;"><i>Bill Magee left the meeting</i></p>	BB
4.	MT Development – Dialogue	
	Diane tabled a paper setting out the proposal for Management Team development around improving dialogue skills. Management Team noted the paper. The event is scheduled for 29 March 2007.	DMcG
4a.	Extending the Remit of the FOI Group	
	Diane introduced the paper which had been circulated. Following discussion Management Team approved the Extension of the Remit of the FOI Group to incorporate environment information regulation implications on the reuse of public sector information.	

5.	Code of Audit Practice	
	Russell introduced the revised Code of Audit Practice, which had been circulated. Further final revisions to the draft Code are still to be made and the Code will be presented to the Auditor General and the Accounts Commission in March for approval.	RF
6.	Fixed Point Salary Group – 2007 Award	
	Bob introduced the paper from David Blattman, which had been circulated. Following discussion, Management Team agreed to the process outlined in the paper for agreeing the annual award to fixed point salary group members and the process for reporting this to the remuneration committee.	DMcG
7.	Any Other Business	
	None	
8.	Date of the Next Meeting	
	<p>The date of the next meetings</p> <ul style="list-style-type: none"> ➤ The Corporate Management Forum will be held on 28 February 2007 at 12.30 hours when Jim Gallagher will make a presentation to the Group. ➤ The next Management Team meeting is on 6 March 2007 at 10.00 hours 	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 6 MARCH 2007

Present: Bob Black, Russell Frith, Diane McGiffen, Caroline Gardner

*Fraser McKinlay and Alex Devlin joined the meeting for Items 2 and 3
James Gillies joined the meeting for Item 4*

1.	Note of previous meeting	
	The minutes of the meeting of 27 February 2007, which had been circulated, were agreed as an accurate record.	
2.	Corporate Plan 2007 - 2010	
	<p>Fraser McKinlay and Alex Delvin introduced the draft Corporate Plan, which had been circulated. Following discussion and agreement on final amendments, it was agreed:</p> <ul style="list-style-type: none">➤ Revised pages on finance and savings would be circulated for final comments by Management Team;➤ Subject to those changes, the report should be circulated to Board Members for approval. <p style="text-align: center;"><i>Alex Devlin left the meeting</i></p>	DMcG
3.	Telephone - Update	
	<p>Fraser introduced a paper reviewing the implementation of the first phase of the telephony project, which had been circulated.</p> <p>Following discussion, Management Team noted;</p> <ul style="list-style-type: none">➤ The paper;➤ Agreed that the information in the paper on our performance on the telephony system should be disseminated to staff to encourage improved practice where necessary;➤ Welcomed the commissioning of future research in six months time to access the extent to which new protocols were continuing to be adopted;➤ Noted the significant performance of switchboard in answering calls;➤ Welcomed the thoroughness of the post implementation review and the commissioning of independent research on performance. <p style="text-align: center;"><i>Fraser McKinlay left the meeting</i></p>	DMcG
4.	Design Review Reports	
	James Gillies presented draft proposals for redesigning our reports and for the Annual Report 2006 – 2007. Following discussion, Management Team welcomed the design review and thanked James and the team for their work on this.	

5.	Publications Schedule	
	James tabled a copy of the revised Publication Schedule. There was discussion of the scheduling and of reports post election and Caroline agreed to revise this with her Directors. <i>James Gillies left the meeting</i>	CG
6.	Corporate Services Away Day (2 March 2007)	
	Diane provided an update on the Corporate Services Away Day held on 2 March 2007 which had focused on impact and influence.	
7.	Update – 18 George Street	
	Diane provided an update following the recent project meeting. At present, the project is three weeks behind schedule, because of the delays caused by fire proofing work. The final cost for the fire proofing work and the delay is estimated to be £35,000. Diane will provide a paper to future Management Team making recommendations on resourcing this delay and confirming the decisions taken to date.	DMcG
8.	Any Other Business	
8.1	<u>Public Audit Forum</u> The Public Audit Forum agenda was noted. It was agreed that Diane would act as Relationship Manager for the Public Audit Forum and would be responsible for disseminating information and preparing briefings for the Forum.	
9.	Date of the Next Meeting	
	The date of the next meetings ➤ The next Management Team meeting is on 13 March 2007 at 10.00 hours	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 13 MARCH 2007

Present: Bob Black, Russell Frith, Diane McGiffen, Caroline Gardner

In Attendance: *Barbara Hurst and Gavin Stevenson joined the meeting for Items 2, 2a, 3 and 3a*

1.	Note of previous meeting	
	<p>The minutes of the meeting of 6 March 2007, which had been circulated, were agreed as an accurate record.</p> <p>It was noted that the Publication Schedule had been revised following further discussion.</p> <p>Bob Black welcomed Barbara Hurst and Gavin Stevenson to the meeting. Bob congratulated Gavin on his appointment to Director of Corporate Services at Perth Council and thanked him for his excellent contribution to Audit Scotland.</p>	
2.	Publication Schedule	
	<p>It was noted that the Publication Schedule had been revised following further discussion.</p>	
2a.	Correspondence Summary – February 2007	
	<p>Barbara Hurst introduced the Correspondence Summary for February 2007, which had been circulated. Management Team noted the paper.</p> <p>Caroline updated Management Team on the revised plan to conclude the review of correspondence handling, and the involvement of internal audit.</p>	
3.	NHS Intelligence Report	
	<p>Barbara Hurst introduced the NHS Intelligence Report, which had been circulated. Following discussion, Management Team noted the report and welcomed the comprehensive nature of the update.</p> <p>It was noted that the potential cost of complying with the Anti-Age Discrimination Legislation should be identified as part of the work on Equal Pay outlined in the report.</p> <p>There was a discussion on how to support staff involved in potential Court cases.</p>	
3a.	NHS Sector Plan	
	<p>The draft Sector Plan for 2006/07 Audit was discussed. Management Team welcomed the document and commented upon its comprehensive nature.</p> <p>There was discussion about the use of Seminars to support our work and the initiatives to improve our measurement of impact.</p> <p><i>Barbara Hurst and Gavin Stevenson left the meeting</i></p>	

4.	Proposal for a Scottish School of Government	
	This item was deferred to a future meeting.	
5.	Any Other Business	
5.1	<p><u>Timing of MT Meetings</u></p> <p>It was agreed that during the Parliamentary Recess the MT meetings would be moved to a consistent time of 10.00 hours on Tuesdays. This arrangement would continue until the new Audit Committee got underway at some point in June.</p>	
5.2	<p><u>Internationalising the Accountability Profession</u></p> <p>Bob outlined the proposed structure for his contribution to this Seminar and invited comment from colleagues' outwith the meeting.</p>	
6.	Date of the Next Meeting	
	<p>The date of the next meetings</p> <ul style="list-style-type: none"> ➤ The next Management Team meeting is on 20 March 2007 at 14.00 hours. 	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 20 MARCH 2007

Present: Bob Black, Russell Frith, Caroline Gardner

Apologies: Diane McGiffen

In attendance: Barbara Hurst and Gavin Stevenson

1.	Note of previous meeting	Action
	The minutes of the meeting of 13 March 2007, which had been circulated, were agreed as an accurate record.	
2.	Time Recording System - progress	
	<p>Russell introduced a progress report on the Time Recording System Project, including a revised policy for use of the system and a communications strategy, noting that the new system was currently being tested and would be used to record all time from 1 April 2007. The system would be installed across the network on 4th and 5th April and be available for use from 6th April.</p> <p>Cost information would be a feature of the system giving managers in all parts of Audit Scotland real time information on the cost of activities. Reports from the system would be brought to Management Team on a quarterly basis.</p> <p>Russell recorded his appreciation for the positive contributions by all members of the project group from across Audit Scotland.</p>	
3.	Central Government Sector Plan	
	<p>Barbara Hurst introduced the Central Government Sector Plan which had been circulated.</p> <p>Following discussion of some of the actions set out in the plan the Management Team agreed to adopt the plan fro 2006/07.</p> <p>It was agreed that there would be further discussion of the external relations plan at a future meeting.</p>	
4.	Further Education Sector	
	It was agreed that it would be useful if there was to be a Memorandum of Understanding with the Scottish Funding Council in order to clarify relative roles and expectations. This would be raised by Gavin at the Council's audit committee next week.	GS

5.	Any Other Business	
5.1	<u>Recruitment</u> An outline of the arrangements for the recruitment of a successor to Gavin was discussed and agreed.	
6.	Date of the Next Meeting	
	The date of the next meeting: <ul style="list-style-type: none">➤ The next Management Team meeting is on 3 April 2007 at 10.00 hours.	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 3 APRIL 2007

Present: Bob Black, Russell Frith, Diane McGiffen, Caroline Gardner
In Attendance: *David Pia, Lynn Bradley and Fiona Kordiak joined the meeting for Items 5, 6 and 7*

1.	Note of previous meeting	
	The minutes of the meeting of 20 March 2007, which had been circulated, were agreed as an accurate record.	
2.	Additional Resource for EDRMS Project	
	<p>Management Team agreed the approved fees and temporary reallocation of resources and support the EDRMS project, as set out in the report by the Director of Corporate Services, which has been circulated.</p> <p>It was agreed that the Grade D level temporary role to support the information "clear out" and compliance with our information management principles should be internally promoted.</p> <p>Diane informed the group that there may be a delay to the implementation to the EDRMS project, and that a detailed report to the Management Team would be prepared once alternative options were evaluated.</p>	
3.	Sustainable Development Commission	
	Diane introduced the paper on charging the Sustainable Development Commission, which has been circulated. Following discussion, the charging schedule outlined in the paper was agreed.	DMcG
4.	Communications Strategy	
	It was agreed to defer the Communications Strategy until a future meeting. MT was invited to submit comments and feedback to James Gillies prior to the next meeting.	DMcG
5.	Local Government Sector Plan 2006/07	
	David and Fiona introduced the Local Government Sector Plan, which had been circulated. Following discussion, Management Team welcomed the Sector Plan, congratulated the team on the quality of the plan and noted the collaborative work that had gone in to producing the plan.	
6.	Priorities & Risk Framework 2006/07	
	David and Fiona introduced the Priorities & Risk Framework for Local Government for 2006/07. Following discussion, Management Team welcomed the Priorities & Risk Framework and noted the continuing evolution and improvement in the Framework and its relevance and usefulness to Local Authority bodies.	

7.	Current Issues From the Audits	
	David introduced the paper, which had been circulated to the Accounts Commission. Following discussion, it was agreed that the format was useful and that the paper should be circulated to Management Team, in draft, in advance of the Accounts Commission meeting. <i>David, Fiona and Lynn left the meeting</i>	DP
8.	Internal Audit Report: National Fraud Initiative	
	This item was deferred to a future meeting.	
9.	SOLACE Foundation Imprint-Sponsorship	
	This item was deferred to a future meeting.	
10.	Any Other Business	
10.1	<u>Business Case for ASGs BDSO Post</u> Caroline introduced a paper which had been circulated, recommending the creation of a business development support officer post in Audit Services. Following discussion it was agreed that the post should be approved on a two year fixed term contract. It was also agreed that there would be a need to ensure links between the responsibilities of this post and the development and implementation of the corporate IT strategy to ensure common standards, constancy and professional development for the post should be discussed further with the IT Manager. It was agreed that the fixed term post should be advertised internally, with the role being kept under review as the systems which are currently being planned are rolled out.	CG
10.2	<u>Secretary to the Board and the Accounts Commission</u> Following discussion, it was agreed that an updated job description for the Secretary role should be developed and brought back to Management Team for further discussion. It was agreed that we should aim to advertise the post by the end of May.	DMcG/ RF/CG
11.	Date of the Next Meeting	
	The date of the next meetings ➤ The next Management Team meeting is on Friday, 20 April 2007 at 09.30 hours .	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 20 APRIL 2007

Present: Bob Black, Russell Frith, Diane McGiffen, Caroline Gardner
In Attendance: *James Gillies and Leon Thompson joined the meeting for Item 3 & 4*
Fraser McKinlay joined the meeting for Item 3, 6 & 7
Brigid Russell of Salomons joined the meeting for Item 12

1.	Note of previous meeting	
	The minutes of the meeting of 3 April 2007, which had been circulated, were agreed as an accurate record.	
2.	Annual Pay Recommendations For Directors & Assistant Directors	
	MT considered a report from Caroline and Diane which made recommendations for the annual pay award for Directors and Assistant Directors. Following discussion, the recommendations were agreed. The full recommendations are detailed in a separate confidential minute.	
3.	Communications Strategy	
	<p>James Gillies introduced the Communications Strategy which had been set out in a report which had been circulated. The Strategy covers external and internal communications as well as detailed proposals for team briefing and post election external relations.</p> <p>Following discussion, Management Team welcomed the development and approved the:-</p> <ul style="list-style-type: none">➤ new Libro front page,➤ the team briefing proposal,➤ the development of the newsletter for stakeholders➤ the development of seminar proposals➤ post election strategy paper <p>James, Fraser and Leon would continue to develop the post-election contact proposals and bring this back to Management Team for early discussion.</p>	<p>DMcG</p> <p>JG</p>
4.	External Relations Strategy	
	<p>Fraser McKinlay introduced the External Relations Strategy paper which had been circulated. Following discussion, Management Team agreed that the Strategy remained appropriate, despite the changes to the organisation and that it should be taken forward through the post election contact proposals in the first instance.</p> <p>It was noted that the sector intelligence report should include details of meetings held with key stakeholders and clients and forthcoming meetings with key stakeholders and clients and that this would be an effective way of focusing strategic discussions on these meetings.</p> <p><i>James and Leon left the meeting.</i></p>	

5.	Staff Attitude Survey	
	<p>Diane introduced the report on the 2007 Staff Attitude Survey which had been circulated. She set out the proposed changes to the Survey from 2005 and detailed the new monitoring information that would be collected.</p> <p>Following discussion, Management Team agreed to the Staff Attitude Survey proposals set out in the paper, subject to further work stating more clearly the purpose and needs to which the monitoring information would be put.</p>	DMcG
6.	Audit Scotland Best Value Programme	
	<p>Fraser McKinlay introduced the Programme of Internal Best Value Reviews for Audit Scotland 2007 – 2010.</p> <p>Following discussion, it was agreed that;</p> <ul style="list-style-type: none"> ➤ In 2007/08 there should be a review of use of resources across sectors in Audit Scotland, but that this would be subject to a further detailed discussion with the Directors and Assistant Directors. ➤ That Assistant Directors would be given a corporate role in leading BV reviews and the each BV review project plan and final report would be approved by Management Team. 	FMcK
7.	Audit Scotland Annual Report	
	<p>Fraser introduced the first draft of the Annual Report, which had been circulated. Fraser requested comments on key themes and direction of the report, rather than more detailed comments, as Management Team would receive a further draft for detailed comment which would be shaped by initial feedback.</p> <p style="text-align: center;"><i>Fraser McKinlay left the meeting.</i></p>	ALL
8.	Results of the NHS Client Survey based on 2005/06 Audits	
	This report was deferred to a future meeting.	RF
9.	Work & Families Act 2006 – Maternity, Adoption & Flexible Requests. Impact on Audit Scotland	
	Diane introduced a paper which had been circulated. Following discussion, Management Team agreed to the proposals outlined in the report and welcomed the work done in this area.	DB
10.	MT Development Follow-Up	
	It was agreed that Jane Ball would speak individually to Management Team members prior to the next development day event on 7 May.	ALL
11.	The 9th Holyrood Summer School 13-17 August at University of Stirling	DMcG
	Following discussion, it was agreed that David Blattman and Angela Cullen would be this year's delegates at the Summer School.	

12.	Leadership Development Report	
	<p>Brigid Russell from Salomons joined the meeting to present the draft findings of the Leadership Development research which had been undertaken with all members of the Audit Scotland Leadership Group.</p> <p>Following discussion, it was agreed that the report would be circulated prior to the Corporate Management Forum meeting on Friday, 27 April 2007 and that Brigid and her colleagues would help facilitate the Corporate Management Forum discussion on the report.</p> <p>Management Team thanked Brigid for her work and for the very helpful discussion on the findings.</p>	DMcG
13.	Year-End FOI Report	
	Management Team noted the report, which had been circulated.	
14.	Internal Audit Report: National Fraud Initiative	
	Management Team welcomed the substantial assurance provided by the Internal Audit Report.	
15.	SOLACE Foundation Imprint-Sponsorship	
	Caroline introduced the potential for corporate sponsorship of the SOLACE Foundation Imprint and following discussion, it was agreed that Audit Scotland should become a Corporate Sponsor. The cost of the sponsorship is £4,000.	CG
16	AOB	
	There was no other business	
17.	Date of the Next Meeting	
	<p>The date of the next meetings</p> <ul style="list-style-type: none"> ➤ The next Management Team meeting is on Tuesday, 1 May 2007 at 10.00 hours. <p>NOTE: It was agreed that because the range of issues which need to be discussed at Management Team over the coming weeks, it was agreed that the Management Team meetings should start at 09.30 and that the Management Team should be prepared for them to last until approximately 13.30 hrs, if necessary.</p> <ul style="list-style-type: none"> ➤ The next Corporate Management Forum will be held on 27 April at 12.00 hrs. The topics will be: <ul style="list-style-type: none"> ➤ Leadership Development at Audit Scotland ➤ External Relations Strategy ➤ Internal Best Value ➤ Staff Conference 	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 1 MAY 2007

Present: Bob Black, Russell Frith, Diane McGiffen,
 Apologies: Caroline Gardner
 In Attendance: *David Henning joined the meeting for Item 2*
Fraser McKinlay joined the meeting for Items 2, 3, 4, 5, 6, 7 & 8
Angela Cullen joined the meeting at Item 4
Bill Magee joined the meeting at Item 5
James Gillies joined the meeting at Item 10

1.	Note of previous meeting	
	The minutes of the meeting of 20 April 2007, which had been circulated, were agreed as an accurate record.	
2.	Briefing on the new Libro	
	<p>David Henning and Fraser McKinlay introduced the new Libro intranet and provided a demonstration to Management Team of the new content and structure of Libro, including the new search facilities.</p> <p>Management Team congratulated David and Fraser on the new intranet and welcomed the contribution to improve communication and knowledge management that these facilities would provide.</p> <p style="text-align: center;"><i>David Henning left the meeting</i></p>	
3.	International Update	
	<p>Fraser introduced his paper on international activities, which had been circulated. Management Team welcomed the review of activities in 2006/07 and noted the continuing value and growth in the number of international activities or presentations in which Audit Scotland is involved.</p> <p>Management Team welcomed the proposals for further developing the international strategy and noted that the remit of the working group would include considering recruitment arrangements for international work.</p> <p>Management Team also discussed the briefing paper on supporting the National Audit Office twining project in Jordan. Following discussion, it was agreed that Fraser would:</p> <ul style="list-style-type: none"> ➤ Establish the security brief arrangements for any Audit Scotland staff undertaking this work, to ensure that they would satisfactorily equip colleagues to manage any risks ➤ Review the insurance arrangements for colleagues undertaking this work ➤ Establish the arrangements to manage any change in international activities while colleagues are situated abroad. <p>Fraser agreed to provide a briefing note back to Management Team.</p>	FMcK

4.	Correspondence Summary (March 2007)	
	<p>Angela Cullen introduced the March Correspondence Summary, which had been circulated and explained that the April Summary would be circulated shortly.</p> <p>Management Team welcomed the report and agreed that in future correspondence summaries and intelligence reports should be circulated to Management Team as soon as they are available, rather than waiting for a Management Team slot.</p>	BH
5.	Audit Scotland Internal Audit Tender Specification Document 2007	
	<p>Bill Magee joined the meeting for this item.</p> <p>Management Team approved the Internal Audit Tender subject to some minor amendments which Bill agreed to make and Management Team noted the timetable for considering the tender.</p>	BM
6.	The Audit of Housing Benefit From April 2008	
	<p>Russell introduced a paper, which had been circulated and which updated Management Team on the planning issues that had emerged on the Audit Housing and Council Tax Benefit from April 2008 and sought approval to recruit two housing benefit auditors to carry out the work from April 2008.</p> <p>Russell informed Management Team that the benefit auditors' job grading would more than likely be a "Grade E" and outlined the proposed recruitment arrangements for the post which would be advertised internally and to the Department for Work & Pensions. Russell confirmed that TUPE Regulations do not apply.</p> <p>Following discussion, Management Team approved the recruitment exercise and noted the planning progress to date.</p>	
7.	Annual Report	
	Fraser McKinlay introduced the draft Annual Report, which had been circulated and outlined the details for 1:1 meetings with members of the Management Team to obtain feedback.	
8.	VOIP Update	
	<p>Fraser McKinlay introduced a paper on the roll out of the new phone system, which had been circulated.</p> <p>Fraser outlined the actions being taken to resolve some technical difficulties with the phones and informed Management Team that the planned roll out would not go ahead unless these technical difficulties had been resolved.</p> <p>If the roll out goes according to plan the full roll out will be achieved by the end of July 2007.</p> <p>Management Team welcomed the update and noted the progress on the project.</p> <p style="text-align: center;">Fraser McKinlay left the meeting</p>	

9.	18GS Update	
	Diane gave a verbal report on progress with the refurbishment at 18GS and outlined the current issues with the Landlord regarding repairs to water damage in the newly refurbishment areas.	DMcG
10.	Publications Update	
	James joined the Management Team for a discussion of the Publications Schedule from June onwards. Management Team noted the contents of the report.	
11.	Public Audit Forum Update	
	Diane introduced a paper on the Public Audit Forum meeting, which had been circulated. Management Team noted the report.	
12.	AOB	
12.1	<u>Corporate Management Forum</u> Management Team reviewed the recent Corporate Management Forum which had discussed Leadership Development, Best Value and External Relations. It was agreed that the Forum had been a useful success to build on.	
12.2	<u>Management Team Development</u> There was discussion of the forthcoming development event on the 7 May.	
12.3	<u>Management Team Meetings in May</u> Diane agreed to circulate the revised programme for meetings given the need to cancel the Management Team meeting planned for the 15 May.	DMcG
13.	Date of the Next Meeting	
	The date of the next meetings ➤ The next Management Team meeting is on Tuesday, 8 May 2007 at 09.30 hours .	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 8 MAY 2007

Present: Bob Black, Russell Frith, Caroline Gardner Diane McGiffen,
 Apologies: None
 In Attendance: Gordon Smail joined the meeting for Item 2
 Antony Clark joined the meeting for Item 3
 Gavin Stevenson joined the meeting for Items 4, 5 & 6
 Angela Cullen joined the meeting or Items 4, 5, 6 and 9
 Fraser McKinlay joined the meeting for Item 8, 9

1.	Note of previous meeting	
	The minutes of the meeting of 1 May 2007, which had been circulated, were agreed as an accurate record.	
2.	Corporate Value for Money Indicators – Joint NAO Audit Commission Project	
	<p>Gordon Smail introduced the draft report from the Corporate Value for Money Indicators project on which Audit Scotland had been involved along with the other UK Audit Agencies.</p> <p>Following discussion, Management Team approved the draft report, subject to the comments given to Gordon in the meeting. Management Team asked Gordon to come back once the communications plan for the publication had been developed for Audit Scotland. It was agreed that Bob would raise the report as an example of valuable joint working at the Heads of Agencies meeting. It was also agreed that Gordon would report back on further development of the benchmarking data basis.</p> <p>Management Team noted that Angela Cullen and Bill Convery were taking forward work relating to efficient government in this area.</p> <p style="text-align: center;"><i>Gordon Smail left the meeting</i></p>	<p style="text-align: right;">BB</p> <p style="text-align: right;">GS</p> <p style="text-align: right;">AC/BC</p>
3.	Scrutiny Review	
	<p>Antony Clark introduced the update on the Crerar Scrutiny Review, which had been circulated.</p> <p>Management Team noted recent developments in the review and agreed to have further discussion of proportionate and risk based scrutiny, once Antony's paper on this was available for discussion.</p> <p>Diane outlined the actions to update the Audit Scotland paper to the Public Audit Forum for the Heads of Agencies meeting in the summer.</p> <p style="text-align: center;"><i>Antony Clark left the meeting</i></p>	<p style="text-align: right;">AC</p> <p style="text-align: right;">DMcG</p>

4.	Central Government Intelligence Report	
	<p>Gavin Stevenson and Angela Cullen joined the meeting to introduce the Central Government Intelligence Report, which had been circulated.</p> <p>There was discussion about the content of the report, and also its role in the audit process. It was therefore agreed that:</p> <ul style="list-style-type: none"> ➤ Bob would request a follow up briefing on the intelligence report. ➤ Diane would forward to Angela Cullen information on recent Freedom of Information requests. ➤ It was agreed that the efficiency technical notes would be incorporated in the next intelligence report which would be available in July, after the next sector meeting. ➤ Management Team noted the revised timetable for the higher education estates report. 	<p>BB DMcG</p> <p>GS</p>
5.	Monthly Correspondence	
	Angela Cullen introduced the Monthly Correspondence paper, which had been circulated. Management Team noted the paper.	
6.	S22 Report Protocol	
	<p>Angela Cullen introduced the Section 22 Report Protocol and clarified the objective of standardising processes in Central Government and Health and ensuring joint responsibility across public reporting and audit services for the Section 22 process. Angela clarified that the process would also apply to further education.</p> <p>Angela agreed to revise the draft to incorporate reference to agreement on additional work and fees, where this is applicable.</p> <p>Management Team welcomed the revised and clarified procedures.</p> <p>Management Team noted that this was Gavin's final management team meeting and wished him well in his new role and thanked him for his significant contribution.</p> <p style="text-align: center;"><i>Gavin Stevenson left the meeting</i></p>	AC
7.	Results of the NHS Client Survey Based on 2005/06 Audits	
	Management Team noted the contents of the report, which had been previously circulated, and noted the improvement in feedback on Audit Services' results, following the implementation of the modernised audit.	
8.	Annual Report	
	Fraser McKinlay joined the meeting and provided a verbal update on the next stages in finalising the Annual Report.	

9.	Post-Election Engagement	
	<p>Fraser McKinlay and Angela Cullen outlined the planned actions on Post-Election Engagement.</p> <p>Following discussion, it was agreed that Angela and Fraser should revise the strategy in discussion with Barbara Hurst and James Gillies and report back to Management Team at a future meeting.</p> <p style="text-align: center;"><i>Angela Cullen and Fraser McKinlay left the meeting</i></p>	FMcK/ AC
10.	Q4 Performance Indicators & Year-End Performance	
	Discussion of this item was deferred to a special meeting on Wednesday, 16 May.	
11.	Seamless Audit	
	It was agreed to defer this item until further discussion of the development of Best Value, which is scheduled for the Management Team meeting to be held on 29 May.	
12.	AOB	
	There was no additional business.	
13.	Date of the Next Meeting	
	<p>The date of the two next meetings</p> <p>Management Team & Directors meeting will be held on</p> <ul style="list-style-type: none"> ➤ Friday, 25 May 2007 at 09.30 – 13.30 hours. <p>Management Team meeting will be held on</p> <ul style="list-style-type: none"> ➤ Tuesday, 29 May 2007 at 14.30 – 17.00 hours 	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 29 MAY 2007

Present: Bob Black, Russell Frith, Caroline Gardner
 Apologies: Diane McGiffen,
 In Attendance: David Pia joined the meeting for Item 2
 Fraser McKinlay joined the meeting for Item 2

1.	Note of previous meeting	
	The minutes of the meeting of 8 May 2007, which had been circulated, were agreed as an accurate record.	
2.	Review of Best Value audit and Seamless Audit	
	<p>David Pia introduced a draft Accounts Commission report on the future development of best value audit in local government covering the recent consultation exercise and the findings of the independent review conducted by Cardiff University Business School.</p> <p>Fraser McKinlay then introduced the proposal for the next phase of the Seamless Audit project.</p> <p>Discussion of both papers and the interaction between the two issues followed with some suggestions for further development of the Commission paper being made. The proposals to take forward the Seamless Audit project were agreed.</p> <p style="text-align: center;"><i>David and Fraser left the meeting</i></p>	<p>DP</p> <p>FM</p>
3.	Project Consultant Post	
	Caroline introduced a paper requesting approval for the formalisation of a zero hours contract post for a Project Consultant. The costs were confirmed as being within existing resources. The proposal was approved.	CG
4.	Audit Committee & Audit Scotland Board meetings	
	The papers for the Audit Committee and Board meetings on 30 May were reviewed and two additional internal audit reports (the Annual Report from Internal Audit and the Follow Up Report) were discussed and noted.	RF
5.	Management Development Programme	
	<p>Russell provided feedback from the final day of the third cohort of the MDP that he and Bill Convery had attended on 23rd May. Russell described the four main issues raised by the MDP participants.</p> <p>It was agreed that the follow up work started by ASG managers should be encouraged and further efforts should be made to ensure that all business Groups are actively involved.</p>	

6.	Effect of elections on 2006/07 accounts	
	<p>Russell referred to a query raised on one audit which has widespread application. 2006/07 accounts are being finalised after the new government has taken up office and there have been various announcements or manifesto pledges which could impact on the value of assets and liabilities shown in 31 March 2007 balance sheets. Audit Scotland has been asked whether adjustments could be made to asset values or provisions created to cover the cost of real or expected policy changes.</p> <p>Accounting Standards are quite clear that such changes announced after 31 March do not have any effect on the amounts included in accounts. Auditors and their clients will however consider whether any disclosures of non-adjusting events need to be made. This message will be reinforced at forthcoming sector meetings.</p>	RF
7.	AOB	
	There was no additional business.	
8.	Date of the Next Meeting	
	<p>The date of the two next meetings, both of which are in the Boardroom at 110 George Street, will be</p> <p>Management Team</p> <ul style="list-style-type: none"> ➤ Tuesday, 5 June 2007 at 13.00 – 14.00 hours to receive the Travel Review findings (sandwiches will be provided) <p>Management Team & Directors</p> <ul style="list-style-type: none"> ➤ Tuesday, 29 May 2007 at 14.30 – 17.00 hours <p>Please send any apologies to Caroline Cockburn x1606</p>	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 5 JUNE 2007

Present: Bob Black, Russell Frith, Caroline Gardner, Diane McGiffen,
In Attendance: David Blattman, Jennie Mathieson, joined the meeting for Item 2 as did
Paul Renz & Justine Riccomini from Scott Moncrieff
Barbara Hurst and Antony Clark joined the meeting for Item 4

1.	Note of previous meeting	
	The minutes of the meeting of 29 May 2007, which had been circulated, were agreed as an accurate record.	
2.	Travel Policy Review	
	<p>Paul Renz and Justine Riccomini gave a presentation to Management Team on the travel review, including those emerging from the draft report. The main issue for discussion was sustainability and environmental challenges.</p> <p>Following discussion, MT agreed that the issues emerging about how to manage sustainable travel, while in a way that support and developed our business goals, are ones that, as planned, need to be fully discussed with PCS and colleagues to develop a collective vision for Audit Scotland.</p> <p style="text-align: center;"><i>David Blattman, Jennie Mathieson, Paul Renz and Justine Riccomini left the meeting</i></p>	
3.	ISG Restructuring	
	It was agreed that this paper would be deferred for further work.	
4.	Best Value in the NHS and Central Government	
	<p>Barbara Hurst and Antony Clark joined the meeting to discuss the paper, which had been circulated.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none">➤ We should focus on developing the modernised audit to cover more of the best value criteria in Central Government and Health. This should start with the use of resources work that Dave McConnell has been leading and should link to the Seamless Audit Project in Local Government.➤ We should keep open the question of Public Report, using opportunities for dialogue with the new administration and the Scottish Executive to understand and influence their thinking. <p>Barbara agreed to provide further updates on this work to Management Team.</p> <p style="text-align: center;"><i>Barbara Hurst and Antony Clark left the meeting.</i></p>	BH

5.	18GS Update	
	Diane gave an update on the 18GS Refurbishment Project, which is now in its final phase. A detailed Progress Report will be circulated for the next MT meeting.	DMcG
6.	Director of Audit Services – Recruitment	
	Caroline Gardner confirmed that Fiona Kordiak had been appointed to the role of Director of Audit Services following the recent recruitment campaign. Management Team welcomed the appointment and congratulated Fiona on her success.	
7.	Internal Audit Publications Management	
	Management Team noted the Internal Audit Report on Publications Management, which had been circulated.	
7a.	Internal Audit Payroll	
	Management Team noted the content of the Internal Audit Report Payroll which had been circulated.	
8.	AOB	
	There was no additional business.	
9.	Date of the Next Meeting	
	<p>The next meeting Management Team meeting will be held on</p> <p>➤ Tuesday, 12 June 2007 at 09.30</p> <p>Apologies: Caroline Gardner</p> <p>Please send any apologies to Caroline Cockburn x1606</p>	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 12 JUNE 2007

Present: Bob Black, Russell Frith, Diane McGiffen, Barbara Hurst
Apologies: Caroline Gardner

1.	Note of previous meeting	
	The minutes of the meeting of 5 June 2007, which had been circulated, were agreed as an accurate record.	
2.	NHS Intelligence Report	
	Barbara Hurst introduced the NHS Intelligence Report, which had been circulated. Following discussion, Management Team welcomed the continuing usefulness of the report. Barbara agreed to report back on developing further work on analysing NHS finance.	BH
3.	Monthly Correspondence	
	Barbara introduced the paper on monthly report of correspondence, which had been circulated. Management Team noted the report.	
4.	Refurbishment 18GS – Progress Report	
	Diane introduced the Progress Report from Mott MacDonald which had been circulated and which included the latest figures on project cost and completion date for the project. Management Team noted the progress with the project and the need to allocate the additional £35K (current estimate) as the cost of the fire proofing work.	
5.	Annual Property Report	
	The Annual Property Report for Audit Scotland, which had been circulated, was noted. This was the first Annual Property Report and Management Team agreed it was a welcome summary of property issues.	
6.	FE – Audit Service Quality Survey (2005/06)	
	Management Team noted the Audit Service Quality Survey Report for further education, which had been circulated. Russell agreed to undertake follow-up interviews with relevant colleges.	RF

7.	Internal Audit Report	
	<p>The Management Team noted the following:</p> <ul style="list-style-type: none"> ➤ Internal Audit Report – Annual Report 2006/07 ➤ Internal Audit Report – 06-95 Follow Up ➤ Internal Audit Report on 06-06 Environmental Management Strategy <p>The reports had all been circulated and presented to the Audit Committee at its meeting held on 30 May 2007.</p>	
8.	Communications Staff	
	<p>Diane introduced a paper recommending a change in the communications staff, which had been circulated. Following discussion, Management Team recognised the valuable work undertaken by the communications team, but given the range of staffing issues needing to be resolved in the team, deferred any decision on staff until a more strategic review had been completed. Management Team reaffirmed their commitment to the current recruitment policy.</p>	DMcG
9.	Biodiversity Report	
	<p>Management Team welcomed the paper by Liz Ribchester and agreed to the recommendations in the report, as follows:</p> <ul style="list-style-type: none"> ➤ Donation of obsolete equipment to biodiversity charities ➤ Biodiversity volunteer work ➤ Sponsor a lunchtime seminar to raise awareness of the work undertaken by Green Group. 	
10.	Staff Meeting Update	
	<p>Diane and Russell provided an update on the recent staff meetings held in Perth (8 June) and the 2 meetings held in Edinburgh (11 June). It was reported that they would continue to hold these meetings on a bi-monthly basis while limiting the numbers at any individual sessions to around 15 colleagues.</p>	DMcG
11.	AOB	
11.1	<u>PAF – Heads of Agencies Meeting held on 8 June in Belfast</u>	
	<p>Bob report back on the recent Public Agencies Forum Head of Agencies meeting and reported that:</p> <ul style="list-style-type: none"> ➤ PAF would re-issue and revise its paper on Audit and Inspection, with relevance to the public value of audit. ➤ To develop a protocol around sharing VFM information across the devolved agencies. 	
11.2	<u>Accounts Commission Agenda dated 20 June 2007</u>	DMcG
	<p>Bob tabled a copy of the Accounts Commission Agenda for its forthcoming meeting. Management Team noted the number of significant issues being addressed by the Accounts Commission and it was agreed that Diane should liaise with the Secretary to identify ways in which the forthcoming Accounts Commission agenda could be discussed earlier at MT.</p>	

11.3	<p><u>ISG</u></p> <p>Management Team approved the recent appointment, following external advertisement, of two support analysts to the ISG, pending the restructuring of the team. A paper on restructuring had been deferred for further work, but would be presented at a future meeting.</p>	DMcG
12.	Date of the Next Meeting	
	<p>The next meeting Management Team meeting will be held on</p> <p>➤ Tuesday, 19 June 2007 at 10.00 hours</p> <p>Please send any apologies to Caroline Cockburn x1606</p>	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 19 JUNE 2007

Present: Bob Black, Russell Frith, Caroline Gardner and Diane McGiffen
Apologies: None
Attendees: John Robertson joined the meeting for Item 6
James Gillies joined the meeting for Item 6 and 7

1.	Note of previous meeting	
	The minutes of the meeting of 12 June 2007, which had been circulated, were agreed as an accurate record.	
2 & 3.	Gender Equality Scheme & Revised Race Equality Scheme	
	<p>Diane introduced the Gender Equality Scheme and Revised Race Equality Scheme, which had been circulated.</p> <p>She explained the background to the development of Equality Schemes for Race, Disability and Gender. Following discussion, Management Team approved the Audit Scotland Gender Equality Scheme and Revised Race Equality Scheme.</p>	
4.	Ethical Standards	
	<p>Russell introduced his paper on Ethical Standards, which had been circulated. Following discussion the Management Team agreed that the overarching premise of application of Ethical Standards in Audit Scotland is that the principles of the Standards apply in full. There was discussion of the application of the Ethical Standards in relation to auditing pension schemes, using share services, on Council Tax debt and on employees taking up non-executive and voluntary roles in public organisations.</p> <p>Management Team agreed the paper and approved the guidance. Russell will finalise the paper and produce a revised set of guidance for staff, adapt the Code of Conduct and update the Staff Handbook to take account of the Ethical Standards review. Russell will also prepare a report for the Board.</p>	RF
5.	Appointment of Fiona Kordiak – Salary Recommendation	
	There is a confidential minute of this item as it relates to salaries.	
6.	Website Presentation	
	<p>John Robertson and James Gillies joined the meeting to present the work to date on rebuilding the Audit Scotland Website.</p> <p>Management Team reviewed the site, provided feedback and congratulated John on the work to date. The new web site will be launched in approximately two months time.</p> <p style="text-align: center;"><i>John Robertson left the meeting</i></p>	

7.	Publications Schedule	
	James Gillies introduced the revised Publications Schedule which was noted. <i>James Gillies left the meeting</i>	
8.	Internal Audit Report – Professional Staff CPD	
	Management Team welcomed the full assurance provided on our system of continuing professional development and congratulated all parts of the organisation involved in achieving this.	
9.	Internal Audit Report – Correspondence Review	
	Management Team noted the substantial assurance rating on this review and noted that the internal review would be reported to Management Team shortly.	
10.	AOB	
	There was no other business.	
11.	Date of the Next Meeting	
	The next meeting Management Team meeting will be held on ➤ Tuesday, 3 July 2007 at 09.30 – 13.00 hours Please send any apologies to Caroline Cockburn x1606	

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 3 JULY 2007

Present: Bob Black, Russell Frith, Caroline Gardner, Diane McGiffen

Apologies: None

In Attendance: Barbara Hurst joined the meeting for item 2

David Pia joined the meeting for items 2, 3, 4, & 5

Antony Clark joined the meeting for items 6 & 7

David Hanlon joined the meeting for item 8

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting of 19 June 2007, which had been circulated, were agreed as an accurate record.		
2.	Best Value of Review of Correspondence Work		
	<p>Barbara Hurst and David Pia introduced their paper, which had been circulated. Following discussion on the issues raised in the report, it was agreed that Barbara and David would clarify our statutory powers and the guiding principles for this work and develop a flowchart for the process, of handling complaints. It was agreed that this work would be based on the assumption that more issues will be taken to the Auditor. The guiding principles should clarify and be explicit about how we handle correspondence in relation to fraud and whistle-blowing and should detail what is expected of the Auditor.</p> <p>Following feedback to Management Team, it was agreed that there should be discussion with auditors at the Sector meetings in the autumn.</p> <p style="text-align: center;"><i>Barbara Hurst left the meeting</i></p>	BH/DP	04.09.07
3.	Local Government Intelligence Report		
	David Pia introduced the report, which had been circulated. Following discussion it was agreed that David and the team would capture what we currently know on following the public pound issues in the next intelligence report. The Management Team welcomed the report and suggested that it include forthcoming events and meetings around local government to assist Management Team retain an overview of relationship management.	DP	07.08.07
4.	Recruitment of Assistant Directors		
	<p>David Pia introduced the paper, which had been circulated. Following discussion, Management Team approved:</p> <ul style="list-style-type: none"> ➤ the redefinition of one of the ASG Assistant Director posts, ➤ the allocation of one of the ASG Assistant Directors to the role, ➤ the internal recruitment of maternity leave cover for the Assistant Director of Best Value role, ➤ noted the external advertisement of the vacant ASG Assistant Director post. <p>Management Team welcomed the re-allocation of resources to support the Best Value Seamless Audit project.</p>		

5.	Proposal For Early Retirement		
	This item relates to a staff matter and therefore a confidential minute has been taken. <i>David Pia left the meeting</i>		
6.	The Cost of External Scrutiny of Public Services in Scotland: A Preliminary Analysis		
	Antony Clark introduced his draft paper, which had been circulated. Following discussion, it was agreed that Management Team would provide any further comments to Antony by the 14 July in order that the paper can be submitted to the Crerar Scrutiny Review team.	ALL	14.07.07
7.	Risk-based and Proportionate Scrutiny		
	Antony Clark introduced his paper, which had been circulated. Following discussion, it was agreed that Management Team would provide any further comments to Antony by the 14 July in order that the paper can be submitted to the Crerar Scrutiny Review team. <i>Antony Clark left the meeting</i>	ALL	14.07.07
8.	Finance		
	David Hanlon joined the meeting and introduced the report on the Financial Results to May 2007, which had been circulated. Management Team noted the explanations for the variance against budget in the results. Following discussion of the end year position for 2006/07, Management Team agreed that the process of considering the use of the variable balance, of approximately £1M of EYF, would be that Directors will be invited to respond to David by the end of July on the following: <ul style="list-style-type: none"> ➤ any continuing cost pressures in their budget supported by a full explanation ➤ any budget allocation which is unlikely to be required and therefore could be reallocated. ➤ any bids for EYF spend to support the delivery of the corporate plan or the progress of change or specific projects of change. <p>David tabled the timetable for the preparation of the SCPA bid and this was approved by Management Team. <i>David Hanlon left the meeting</i></p>	DMcG	07.08.07
9.	Audit Scotland BV Programme (2007 – 2010)		
	This item was deferred to a future meeting.	DMcG	10.07.07
10.	Recruitment of Secretary		
	There was an update on the applications for the post of Secretary. Further discussion on the nature of the role and the transitional arrangements were deferred to the next meeting.	DMcG	10.07.07

11.	Follow-up from MT Awayday (27 June 2007)		
	There was discussion of the recent Management Team awayday. It was agreed that a further discussion on next steps would take place in August.	ALL	07.08.07
12.	Staff Attitude Survey – update		
	Diane provided an update on the response rate to the Staff Attitude Survey.		
13.	18GS – update		
	Diane updated Management Team on the conclusion of the refurbishment project and the forthcoming landlord refurbishment of the common areas and the lifts, which will incur a cost to Audit Scotland, and on the work being done to remedy flood damage.	DMcG	07.08.07
14.	Best Value Review – update following Accounts Commission Meeting		
	Caroline provided an update of the recent Accounts Commission meeting which considered the Best Value Review.		
15.	AOB		
15.1	<u>Management Team – 17 July 2007</u>		
	Due to leave and other business commitments it was agreed to cancel the 17 July meeting. All topics for discussion will therefore be moved to the next Management Team which is scheduled for 27 July.		
15.2	<u>Scottish Commission for Public Audit</u>	DMcG	Immediate
	A letter was received from the Convener; Angela Constance MSP dated 2 July 2007. It was agreed that Diane would draft a reply.		
16.	Date of the Next Meeting		
	<p>It was felt that due to business commitments and leave the following dates have been amended to:</p> <ul style="list-style-type: none"> ➤ Tuesday, 17 July - Management Team meeting has been cancelled. ➤ Friday, 27 July - The Management Team & Directors meeting will now revert to a Management Team meeting and will be held in the Auditor General's office at 09.30 – 13.00 hours. ➤ 31 July -The Management Team meeting has now been cancelled. <p>Please send any apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 10 JULY 2007

Present: Bob Black, Caroline Gardner, Diane McGiffen
 Apologies: Russell Frith
 In Attendance: Bill Magee joined the meeting for item 3 & 13
 David Pia joined the meeting for items 3 & 13
 Fraser McKinlay joined the meeting for Items 7, 9 & 10
 Mandy Gallacher joined the meeting for item 9

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the meeting of 3 July 2007, which had been circulated, were agreed as an accurate record.</p> <p>The Management Team also noted the approval, given by correspondence, to the change to fuel rate for leased cars as recommended in the paper received from the HR & OD Manager, which had been circulated. The new rates, with effect from 1 August 2007, reflect the up rating applied by the Inland Review at 10p per mile for diesel and 13p per mile for petrol.</p>		
2.	Actions		
	The outstanding actions were noted.	ALL	
3.	Privilege for the AGS		
	<p>Bill Magee introduced his paper on Privilege for the AGS, which had been circulated. Following discussion, it was agreed that Bob would write to Sir John Elvidge to raise awareness of the outstanding anomaly in relation to privilege for the AGS and would copy that letter to Professor Lorne Crerar, as additional information in relation to the review of the Scrutiny bodies.</p> <p style="text-align: center;"><i>Bill Magee left the meeting</i></p>	BB	31.08.07
4.	Publications & Communications Report		
	<p>Diane introduced the report by the Communications Manager, which had been circulated. The report was intended as a draft to stimulate discussion on the nature of reporting on communications and publications that Management Team would prefer.</p> <p>Following discussion, it was agreed that Management Team Reporting from the communications manager should be pitched at a strategic level and linked more closely to the engagement strategy which has been developed for post-election contact.</p> <p>Management Team welcomed the discussion.</p>	JG	Ongoing
5.	Correspondence Summary: June 2007		
	Management Team noted the report from the Director of Public Reporting (NHS & Central Government) which had been circulated. The report detailed the correspondence and case load during June.		

6.	Audit Scotland Complaints Procedures		
	Management Team welcomed the report on revising the procedure for handling complaints about Audit Scotland. Following discussion, the recommendations were approved, subject to some change to the standard text and acknowledgment letters etc.	DMcG	31.07.07
7.	Information & Knowledge Management Update		
	Fraser McKinlay introduced his summary and progress report on information and knowledge management at Audit Scotland. Management Team recognised the progress which had been made in a range of areas on information and knowledge management at Audit Scotland and welcomed the update and the chance to take stock of this area of work.		
8.	Corporate Planning Officer Re-Grading		
	This item relates to a staff matter and therefore a confidential minute has been taken.		
9.	Information Management Project		
	<p>Mandy Gallacher joined the meeting for this item. Mandy and Fraser introduced their report on the information management project, which detailed the work to date to procure electronic documents and records management system and a recommendation for a change of strategy going forward.</p> <p>Following discussion, Management Team welcomed the report and agreed to:</p> <ul style="list-style-type: none"> ➤ Formally bring to an end to the relationship with Fabasoft ➤ Continue to develop and implement our policies and procedures on information and records management. ➤ Develop and test Sharepoint 2007 as a document and records management tool. ➤ Receive and report back by the end of November on the development and testing by staff of Sharepoint 2007 and to make a final decision at that point on whether to implement Sharepoint 2007 or to go back to the market via Catalyst. <p style="text-align: center;"><i>Mandy Gallacher left the meeting</i></p>	FMcK/ MG FMcK/ MG FMcK/ MG FMcK/ MG	06.11.07
10.	Audit Scotland BV Programme – 2007-10		
	<p>Management Team discussed the proposed programme of BV reviews for Audit Scotland 2007-2010. Caroline informed Management Team that Lynn Bradley would sponsor the resource use project and it was agreed that Alex Devlin would forward details on the corporate process for BV reviews.</p> <p>There was initial discussion of the scope of these resources on BV. Management Team will receive a report back as the scope for this work is developed and agreed.</p> <p>It was agreed that the second BV review would be on Health & Safety and that other suggestions would be discussed more fully and scheduled for future BV programmes.</p>	LB	

	Fraser agreed to prepare a further report by December 2007 to agree a programme for 2008. <i>Fraser McKinlay left the meeting</i>	FMcK	04.12.07
11.	Investors in People Accreditation		
	Following discussion of the report on Investors in People accreditation, which had been circulated. Management Team welcomed the update on progress and agreed to return to the decision on timing for assessment and potential accreditation, following consideration of the staff survey results.	DMcG	31.08.07
12.	Insurance Premiums Renewals		
	Diane introduced the paper on Insurance Premiums Renewals, which had been circulated and following discussion Management Team welcomed the financial savings that have been generated by the review of insurance cover and the additional cover being provided. It was agreed that further details of the policies would be circulated once they became available. Management Team welcomed the exercise.	DMcG	31.08.07
13.	Recruitment of Secretary		
	David Pia and Bill Magee joined the meeting at this item. There was discussion of the arrangements for the recruitment of secretary and the need for review of some aspects of the how we co-ordinate the work of the Commission, Audit Scotland and the opportunities for change that the new secretary appointment would bring. <i>David Pia and Bill Magee left the meeting</i>		
14.	Account Commission – Scottish Parliament Audit Committee Meeting		
	Following discussion on a clash of dates in September for the Scottish Parliament Audit Committee and the Accounts Commission, it was agreed:- <ul style="list-style-type: none"> ➤ that Barbara Hurst would lead on the long-term conditions study, ➤ Bob would lead on the Dealing with Offending report ➤ Caroline would lead on the out of hours study 	BH BB CG	
15.	EURORAI Congress in Switzerland to be held in October 2007		
	It was agreed that Diane would take forward a response to EURORAI on the content of the programme.	DMcG	15.09.07
16.	AOB		
16.1	<u>Corporate Meetings</u>		
	Fraser tabled some initial thoughts on realigning Management Team and Directors meetings and organising the content of Management Team meetings differently.	CG	07.08.07

	<p>Following discussion it was agreed that these proposals should be discussed with Directors and evolve to try to create different forums for more strategy involvement and discussion with Directors around key business issues and more structured approach to Management Team meetings to enable Management Team to focus on more strategy issues also.</p> <p>It was agreed that there would be further discussion of this at the next meeting.</p>		
17.	Date of the Next Meeting		
	<p>The date of the next Management Team meeting will be held on</p> <ul style="list-style-type: none"> ➤ Tuesday, 24 July at 09.30 hours <p>Apologies received: RF</p> <p>Please send any apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 24 JULY 2007

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen

Apologies: None

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting of 10 July 2007, which had been circulated, were agreed as an accurate record.		
2.	Actions		
	Management Team noted the outstanding action points and it was agreed that Management Team members should notify Diane of any changes to deadlines or responsibilities for reporting back.	ALL	
3.	Management Team Meetings - Proposal		
	Diane tabled a paper by Fraser McKinlay, which had been circulated. The paper sets out various proposals for revising the organisation of the Management Team plus the Directors meetings and arranging these around key themes and issues. Following discussion, it was agreed that the proposed pattern of meetings should be further evolved to include detail on the issues and themes to be covered at different meetings, and that the new approach should be implemented and developed in practice. Caroline's group would have first opportunity to comment on the detailed proposals and Lynn Bradley's comments were noted.	CG	01.08.07
4.	Action Plan – Communications Strategy for Parliament		
	Management Team reviewed the action plan, which had been circulated by Barbara Hurst. Following discussion, it was agreed that a paper should be offered to all Parliamentary Committees outlining our forward study programme and that there should be a further discussion with the Audit Committee Convener on link presentations to other Parliamentary Committees. It was also agreed James Gillies should organise an event for the media at some point after the start of the new Parliamentary session.	JG	30.09.07
5.	Efficiency in Public Services – What next for Scotland Conference		
	Bob introduced the programme for the Conference, which had been circulated. It was agreed that Caroline would co-ordinate the preparation of Bob's speech for this and for the EURORA conference in October 2007 where the topic would be "Following the Public Pound".	CG	30.09.07
6.	AOB		
6.1	Management Team reviewed forthcoming events including: <ul style="list-style-type: none"> ➤ Assistant Director Recruitment ➤ Timeline for reporting the staff survey ➤ The forthcoming conference engagements 		

7.	Date of the Next Meeting		
	The date of the next Management Team meeting will be held on ➤ Tuesday, 7 August at 09.30 Apologies received: Mr Black Please send apologies to Caroline Cockburn x1606		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 7 AUGUST 2007

Present: Caroline Gardner, Russell Frith, Diane McGiffen
 Apologies: Bob Black
 In Attendance: Fraser McKinlay joined the meeting for items 3 & 4
 Alex Devlin joined the meeting for item 3
 Fiona Kordiak joined the meeting for item 5
 Bob Leishman joined the meeting for item 5

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting of 24 July 2007, which had been circulated, were agreed as an accurate record.		
2.	Actions		
	The outstanding actions points were noted.	ALL	
3.	Performance & Financial Update Q1		
	<p>Fraser McKinlay and Alex Devlin joined the meeting to introduce the Performance & Financial Update Q1 report, which had been circulated. Management Team reviewed the financial information and discussed progress against corporate objectives.</p> <p>The upward trend in correspondence was noted, and it was agreed to delete indicator 13.1 on the number of Partnership Forum Meetings planned and held as these had been superceded by sector meetings.</p> <p>There was discussion of the corporate projects and it was agreed to report back to Management Team on the plans for further role out and implementation of the financial management information system.</p> <p>Management Team noted the information from the new Time Reporting System and agreed to reinforce to colleagues the importance of submitting timesheets quickly, particularly at the end of quarter.</p> <p>Russell made Management Team aware of the forthcoming requirement through International Financial Reporting Standards to account for the carry forward annual leave balances of colleagues.</p> <p style="text-align: center;"><i>Alex Devlin left the meeting</i></p>	<p>FMcK</p> <p>ALL</p>	<p>30.09.07</p> <p>Immediate</p>
4.	VOIP Update		
	<p>Fraser McKinlay introduced his paper on progress in rolling out the VOIP telephone system. Management Team welcomed the conclusion of this stage of the project and noted the contribution of colleagues from across the organisation in delivering a successful role out.</p> <p style="text-align: center;"><i>Russell Frith and Fraser McKinlay left the meeting</i></p>		

5.	Central Government Intelligence Report		
	<p>Fiona Kordiak and Bob Leishman joined the meeting to introduce the Central Government Intelligence Report, which had been circulated. Following discussion, Management Team welcomed the report and the new format.</p> <p style="text-align: center;"><i>Fiona Kordiak & Bob Leishman left the meeting</i></p>		
6.	AOB		
	The induction plans for the new Secretary were discussed.		
7.	Date of the Next Meeting		
	<p>The date of the next Management Team meeting will be held on</p> <p style="padding-left: 40px;">➤ Tuesday, 14 August at 09.30</p> <p>Apologies received: Caroline Gardner</p> <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 14 AUGUST 2007

Present: Bob Black, Russell Frith, Diane McGiffen
Apologies: Caroline Gardner

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting of 7 August 2007, which had been circulated, were agreed as an accurate record.		
2.	Actions		
	The outstanding actions points were noted and it was agreed to circulate these once a month with the minutes.	ALL	
3.	Monthly Correspondence		
	The Monthly Correspondence Report was noted.		
4.	Internal Audit Procurement		
	Diane gave Management Team an update on the Internal Audit Procurement process and the action to progress the award of the appointment.		
5.	Time Recording System		
	<p>Russell introduced a paper on the Time Recording System, which had been circulated. Management Team commended the role out of the new Time Recording System and, in particular, the work of Alex Devlin and Paul Craig.</p> <p>Management Team had received the quarterly report from the Time Recording System at its previous meeting and the progress in this area was welcomed.</p>		
6.	The Audit of Housing Benefit from April 2008		
	<p>Russell introduced a paper on The Audit of Housing Benefit, which had been circulated.</p> <p>Management Team approved that:</p> <ul style="list-style-type: none">➤ Staff be recruited to carry out the audit of housing benefit (HB) from April 2008.➤ There is a confidential minute relating to another staffing matter. <p>Both these requests were approved by the Management Team.</p>		
7.	AOB		
	There was no other business.		

8.	Date of the Next Meeting		
	<p>The Management Team meeting scheduled for 21 August was cancelled as apologies were received Caroline and Russell.</p> <p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> ➤ Tuesday, 28 August. Two meetings will be held: one at 09.00 am and the second is scheduled at 16.00. <p>The next Corporate Management Forum will be held on</p> <ul style="list-style-type: none"> ➤ Friday, 31 August at 12.00 and will be held in the Conference Room at 18 George Street. <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 28 AUGUST 2007 at 09.00 hours

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen
Apologies: None
In Attendance: David Hanlon

1.	2008/09 Budget	LEAD	DEADLINE
	Diane introduced the paper by the Corporate Finance Manager which had been circulated. Following discussion, it was agreed that Russell would model further variations to fee levels and that David Hanlon would prepare a further version of the budget to be discussed at Management Team on the 18 September.		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 28 AUGUST 2007 at 16.00 hours

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen
Apologies: None
In Attendance: James Gillies

1.	SCPA Away Day	LEAD	DEADLINE
	Management Team met to discuss the presentations for the SCPA and Audit Committee away days. Following discussion, the final content of the presentations for both meetings were agreed.		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 4 SEPTEMBER 2007

Present: Bob Black, Caroline Gardner, Russell Frith, Diane McGiffen

Apologies: None

In Attendance: James Gillies joined the meeting for Item 2

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meetings on 14 August and both meetings on 28 August 2007, which had been circulated, were agreed as an accurate record.		
	PURPOSE OF MEETING		
	Diane reminded Management Team that this was the first in the new style of Management Team meetings where the first meeting of the month would focus on forward looking strategic issues. It was agreed that Diane would circulate full details of the agenda items planned for forthcoming meetings to the Corporate Management Forum.	DMcG	
2.	Communications Digest – September Preview		
	<p>James introduced this paper, which had been previously circulated. Management Team welcomed the more strategic focus of the update and following discussion it was agreed to:-</p> <ul style="list-style-type: none"> ➤ Clarify with the Secretary and Chair of the Accounts Commission the situation on potential conflicts of interest for Commission Members; ➤ include in the report a more detailed look at the forward programme of the Accounts Commission meetings in liaison with Catherine Coull. ➤ Diane agreed to send a copy of the report to Catherine Coull for information. <p>Management Team welcomed the launch of the new website and congratulated the Communications team on their work on this.</p> <p style="text-align: center;"><i>James Gillies left the meeting</i></p>	DMcG	Immediate
3.	Corporate Plan 2008-11		
	Management Team approved the consultation process outlined in the report, which had been circulated.		
4.	SCPA Meeting Update		
	Management Team reviewed the recent SCPA away day and agreed the outline messages for the budget letter to the Commission.		
5.	Budget Options 2008-09 to 2010-11		
	Russell introduced his paper modelling budget options, which had been circulated. Following discussion, it was agreed to work through the implications of increases on fees and SCPA contributions of 2% in 2007/08 and 2.5% through to 2010/11.		

	<p>It was recognised that the sensitivities in budget modelling included those around building costs, pensions, review of reward strategy and that the underlying cost assumptions were conservative.</p> <p>It was agreed that Russell would draft a letter to the SCPA on the outline budget figure and a further detailed paper on the budget would come back to the Management Team meeting scheduled for 18 September prior to a paper going to the September Board Meeting.</p>	RF	Immediate
6.	Best Value Improvement Plan		
	Bob commended the Best Value Improvement Plan which was being presented to the Accounts Commission and which had been previously circulated. Further detail on the Improvement Plan would come back to future Management Team meetings.	CG	Ongoing
7.	AOB		
7.1	<u>Staff Survey</u>		
	There was further discussion of the Staff Survey, following the Corporate Management Forum meeting on Friday (31 August) and it was agreed that Diane would draft a note for the Corporate Management Forum summarising the key points from the discussion and suggesting ways forward.	DMcG	Immediate
8.	Date of the Next Meeting		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> ➤ Tuesday, 11 September at 09.30 hrs and Diane submitted her apologies for this meeting given her attendance at the MDP. <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 11 SEPTEMBER 2007

Present: Bob Black, Caroline Gardner, Russell Frith
 Apologies: Diane McGiffen
 In Attendance: David Blattman joined the meeting for Items 2 & 3, Dick Gill for item 4 and Fraser McKinlay for items 5 & 6

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meetings on 4 September, which had been circulated, were agreed as an accurate record.		
	PURPOSE OF MEETING		
	The main focus of this meeting was for the discussion and agreement of business requiring Management Team input or approval.		
2.	First Line Management Development		
	David introduced this paper, which had been previously circulated. Management Team welcomed the proposed development of management training for first line management staff and agreed that the pilot work should proceed. In discussion it was emphasised that the development of Grade F staff was still seen as a priority and would be progressed once evaluation of the current MDP had taken place.	DB	Immediate
3.	Equal Pay Statement		
	Management Team approved the proposed statement which would be taken to the Board on 26 th September.	DMcG	26 Sept.
4.	Capital Projects Study – Appointment of Consultants		
	Dick introduced the paper and outlined the reasons for the recommended appointment. Management Team approved the proposal.		
5.	Staff Conference		
	Fraser sought MT views on the timing and extent of the next staff conference. It was agreed that the next conference should be held around February 2008 and that it should be planned as an overnight event with sessions on both days but allowing for travel to and from the venue. Possible venues would be sought and a draft programme drawn up.	FMcK	Ongoing
6.	International work - Policy and Procedure		
	Fraser introduced the report, draft strategy and governance arrangements.		

	<p>Management Team welcomed the very clear and comprehensive papers and endorsed the proposed strategy and governance arrangements. A few suggestions were made for additional points around staff participation and health & safety issues.</p> <p>It was agreed that the strategy should be included in the forthcoming Board papers for information.</p> <p>Management team thanked Fraser and the members of the working group for their very good work in drawing up the strategy.</p>	DMcG	26 Sept.
7.	Management Report to the SCPA		
	<p>Russell introduced the paper from the external auditors, which represented the Annual Audit Report, which had been sent to the SCPA and would be considered at its next meeting on 19th September.</p> <p>Management team welcomed the positive messages in the report and recognised that action was being taken on the two low risk recommendations.</p>	DMcG	Ongoing
8.	AOB		
	Caroline brought to MT attention the ongoing problems with the heating system and lifts in 18 George Street.		
9.	Date of the Next Meeting		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> ➤ Friday, 14th September at 12.30 hrs ➤ Tuesday 18th September at 09.30 hrs. <p>Apologies 16.10.07 – CG & RF</p> <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 18 SEPTEMBER 2007

Present: Bob Black, Caroline Gardner, Russell Frith
Apologies: Diane McGiffen
In Attendance: David Pia joined the meeting for Items 2 - 5, Barbara Hurst for items 2 and 3 and David Hanlon for items 6 & 7

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meetings on 11 September, which had been circulated, were agreed as an accurate record.		
	PURPOSE OF MEETING		
	The main focus of this meeting was monitoring of progress in the running of the business.		
2.	Correspondence Review Update		
	Barbara introduced this paper, which had been previously circulated. Management Team welcomed the preparation of the Corporate Statement on concerns raised with us about other public bodies. Subject to a few minor suggestions the proposed statement was approved. It was agreed that the statement should be finalised and communicated to staff via Libro and also placed on the Website as part of the complaints section.	BH/DP	Immediate
3.	Correspondence Summary		
	Barbara introduced the monthly correspondence summary. Management Team welcomed the report and discussed the likely impact of some of the more significant items.		
4.	Progress on the Best value Audit programme		
	David Pia introduced the paper describing the current timetable and the actions being taken to address some of the recent resourcing issues. Management Team noted the report.		
5.	Seamless Audit Update		
	David introduced the paper which had been prepared by Fraser McKinlay and which recorded the progress to date of each of the work streams. Management Team discussed the report and noted the current programme and planned actions.	DP	Ongoing
6.	Monthly Financial Report - August		
	David Hanlon introduced the report noting the overall position of a small underspend and describing the main issues arising, particularly around the timing of income and expenditure. David also gave notice that there would be a forecasting exercise carried		

	<p>out as soon as the September accounts had been prepared.</p> <p>Management Team noted the report and welcomed the forecasting exercise.</p>		
7.	Draft Budget 2008-09		
	<p>Russell introduced the draft Board Paper and the draft 2008-09 Budget and 2007-08 Autumn Budget Revision SCPA papers.</p> <p>He described the main assumptions underlying the budget and the implications for both fees and expenditure of agreeing the 2% increases in charges for 2007/08 audits and SCPA funding for 2008/09.</p> <p>Management Team agreed that the paper should now go to the Audit Scotland Board.</p>	RF	20 Sept.
8.	Corporate Projects Update		
	<p>Management Team welcomed this paper which was the first to bring together a brief summary of all current corporate projects. All members of the team found it a helpful reminder of the wide range of developments taking place and useful in monitoring the amount of change taking place.</p>	FM	Ongoing
9.	AOB		
	None		
10.	Date of the Next Meeting		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> ➤ Friday, 28th September at 09.30 hrs (with Directors, 110 Boardroom) ➤ Tuesday 2nd October at 09.30 hrs. <p>Apologies 16.10.07 – CG & RF</p> <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 2 OCTOBER 2007

Present: Bob Black, Caroline Gardner, Russell Frith

Apologies: Diane McGiffen

In Attendance: Barbara Hurst and James Gillies joined the meeting for items 2 to 4

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the meetings on 18 September, which had been circulated, were agreed as an accurate record.</p> <p>The MT noted that Diane may be absent for a further two weeks and wished her a speedy recovery.</p>		
2.	Communications Digest - October		
	<p>James led the MT through the paper highlighting the recent busy period of report publication and that there would be a quieter period during the latter part of October and November.</p> <p>MT noted the report and also the summary of website traffic showing over 44,000 visits during September with the Sustainable waste management report having the largest number of downloads (604).</p> <p>James introduced the draft Team Brief on which comments are invited.</p>	All	5 October
3.	Communications with the Parliament – updated action plan		
	<p>Barbara introduced the update showing that considerable progress had been made in most of the planned actions.</p> <p>The report was noted and it was agreed that an offer would be made to engage with the new members of the Audit Committee along the lines of the briefing given at the recent away day.</p> <p>It was also agreed that MT would receive a briefing from each portfolio area over time. It was suggested that the first area should be justice with the briefing by mid November.</p>	BH BH	Immediate Mid-November
4.	Engagement with NHS Boards		
	<p>Barbara introduced the paper on the actions being undertaken and proposed to improve how Audit Scotland works with NHS Boards.</p> <p>MT welcomed the paper and thanked Tricia Meldrum and Barbara for their work in taking this forward. The questions for non-executives and self assessment checklists were particularly welcomed.</p> <p>It was agreed that there should be a joint letter with NHSQIS to the Director General – Health about the induction process for non-executives.</p> <p>It was also agreed that Barbara would ask Tricia to take this issue to the impact group for discussion of its relevance to following up national</p>	CG/BH BH	Immediate Immediate

	studies in other sectors.		
5.	Audit charges 2007/08 audits – Accounts Commission paper		
	Russell introduced the paper which was agreed with minor amendments.	RF	Immediate
6.	AOB		
	There was no AOB.		
7.	Date of the Next Meeting		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> ➤ Tuesday 9th October at 09.30 hrs ➤ Tuesday 16th October - CANCELLED <p>Apologies - 30.10.07 - RF</p> <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 9 OCTOBER 2007

Present: Bob Black, Caroline Gardner, Russell Frith

Apologies: Diane McGiffen

In Attendance: David Pia joined the meeting for items 1 to 4

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the meetings on 2 October, which had been circulated, were agreed as an accurate record.</p> <p>Bob and Caroline noted that they had had a useful meeting with John Swinney, Cabinet Secretary for Finance etc, covering various issues including best value and Crerar.</p>		
2.	Portfolio Manager – Information and intelligence		
	<p>David introduced a paper recommending the appointment of a permanent member of staff at Grade G to take forward the development agenda in more effective knowledge management and ultimately to manage performance information for local government.</p> <p>The Management Team approved the proposal recognising that this would lead to an additional post being created for a period of time.</p>	DP	Immediate
3.	Portfolio Manager - BV		
	<p>David introduced a paper recommending the appointment of a permanent Portfolio Manager to strengthen the capacity of the BV team.</p> <p>The Management Team approved the proposal recognising the issues that have been facing the BV team. It was noted that this post had the potential to increase the team above establishment once current secondment arrangements finished.</p>	DP	Immediate
4.	FPSG Remuneration		
	<p>Caroline introduced a paper on an outstanding issue relating to an Assistant Director.</p> <p>The proposal was approved.</p>	CG/DP	Immediate
5.	Staff conference		
	<p>The Management Team approved preliminary proposals for a staff conference to be held in February/March 2008. The conference would involve an overnight stay.</p> <p>The themes for the conference might include the external environment (including Crerar), running an efficient business (including the staff survey) and the new corporate plan. There would be further discussion of potential themes at a later date.</p>	FM	Ongoing

6.	AOB - NAO Directors' Conference		
	Bob reported back on his attendance at the NAO conference the previous week.		
7.	Date of the Next Meeting		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> ➤ Friday 26th October at 12.00 hrs (with Ds and ADs) – 110 GS ➤ Tuesday 30th October – 09.30 hrs <p>Apologies - 30.10.07 - RF</p> <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

DRAFT MINUTE OF MEETING HELD ON 30 OCTOBER 2007

Auditor General's office, 09.30

Present: Bob Black, Caroline Gardner

Apologies: Diane McGiffen, Russell Frith

In Attendance: Fraser McKinlay (items 2, 4 and 5 and minute), Alex Devlin (item2), Lynn Bradley, David Pia, and Gordon Smail (item 3), Barbara Hurst and Fiona Kordiak (item 6), Mandy Gallacher (item 7), David Blattman (items 8 and 9)

	Topic	Lead	Timescale
1.	Minutes dated 9th October The minutes were approved.		
2.	Performance and financial update Q2 Fraser and Alex introduced the report outlining the financial and performance update for quarter 2, to the end of September. MT recognised it had been a very busy quarter, with final accounts in health and local government and several major national reports being published in the period. In terms of finance, MT noted the significant underlying underspend at the half year stage, allowing for the fact that income levels will balance out by the year end. MT agreed that budget holders would need to meet David Hanlon soon to discuss forecasts to the year-end. MT recognised the significant achievement of the health and local government teams in ASG finalising accounts and issuing final reports on time. MT congratulated the teams on this excellent effort. Lynn recognised the significant effort that goes into the year-end process in local government and explained the need to maintain momentum through to Xmas and into the new year. Alex also reminded MT of the importance of staff completing timesheets, as there was over 200 missing days at the end of Q2. The particular issue of filling in timesheets for colleagues on sick leave was noted and we agreed to remind managers of this in the monthly timesheet reports.	D. Hanlon and budget holders AD	ASAP From next monthly reports
3.	Local Government intelligence report David Pia, Lynn Bradley and Gordon Smail introduced the local government intelligence report, which will also provide the basis of the report to the Accounts Commission's FAA committee on the 7 th of November.		

	<p>A wide ranging discussion followed:</p> <ul style="list-style-type: none"> • The links between the intelligence report and overview reporting were explained • Lynn provided an overview of her discussions with Chief Executives across local government. Her impression was that Councils were getting on with business but that in some cases the new political landscape was making it harder to make difficult decisions. Multi-member wards are working reasonably well, but the real test will come when the financial settlement is announced and financial pressures begin to bite. • The BV programme, and in particular the forthcoming report onto Aberdeen City Council • Following the public pound. MT recognised that following the public pound is a growing issue as councils, and other public services look to different delivery models. MT agreed that the time may be right to revisit our following the public pound approach and consider updating the code of practice. MT agreed to discuss this further at its next meeting when it will consider the local government and health sector plans. • Procurement – there was some discussion around procurement in local government and the apparently fragmented approach to strategic procurement across local authorities. 	GS/DP	
4.	<p>East Kilbride Accommodation</p> <p>Fraser introduced a paper from the Corporate Finance Manager on the situation with Plaza Tower. MT agreed to set up a corporate working group to consider options for accommodation in the West of Scotland, in light of the continuing uncertainty regarding the new landlord's plans. MT agreed we should be proactive around this, and ensure that it will be an inclusive process, involving colleagues from across the business and PCS.</p>	D. Hanlon	
5.	<p>Osborne House update</p> <p>Fraser introduced a short paper in the plans for OH. These have been submitted to the Council, but it is still early days. We are meeting the landlord on the 7th of November and we will provide MT and colleagues in OH with an update after that. Updates on both EK and OH will be included in the October Team Brief.</p> <p>David Pia, Lynn Bradley and Gordon Smail left the meeting.</p>	D. Hanlon	
6.	<p>Health intelligence report</p> <p>Barbara Hurst and Fiona Kordiak joined the meeting to introduce the health intelligence report. Discussion followed on a range of topics:</p>		

	<ul style="list-style-type: none"> • MT noted that several Health Boards were continuing to use non-recurring funding to fund core services. Auditors are continuing to monitor developments. • Discussion around the potential implications of the FOI case at NHS Lothian relating to the PFI contract at ERI. Again, the local auditors will build this into their plans for the current audit year. • Discussion around Greater Glasgow and Clyde's capital programme and the potential impact of the independent scrutiny of the programme. • Discussion around Community Health Partnerships (CHPs) and their role. CHPs are within the scope of the NHS overview report • Barbara provided a summary of the current study programme, which will deliver a balanced programme through to summer 2008. Topics on which we are reporting include free personal nursing care, which is now scheduled to publish in January. • MT welcomed the positive feedback that has been received as a result of PRG and ASG colleagues jointly attending NHS Board audit committees. 		
7.	<p>Correspondence report</p> <p>Barbara introduced the report and there was a brief discussion on some of the items of correspondence. The report was noted.</p> <p>Barbara Hurst and Fiona Kordiak left the meeting</p>		
8.	<p>Information management project update</p> <p>Mandy Gallacher joined the meeting. She introduced the report updating MT on progress on the information management progress. MT noted that good progress was being made in clearing out information and making more of it more widely available.</p> <p>It was agreed that staff would continue to need additional practical help to continue the improvements. MT welcomed the good work of Michelle Martins in her project officer role and recognised the positive impact she was having. Mandy left the meeting.</p>		
9.	<p>Reward project update</p> <p>David Blattman joined the meeting and provided MT with background to the reward project and the tender process to appoint expert 3rd party support. MT welcomed the project and agreed that the time was right to review our pay and reward structures after 7 years. MT also recognised the sensitive nature of the project and agreed with David that effective communication with staff is essential to the successful completion of the project.</p> <p>MT noted the plan to establish a steering group, once the successful external supplier has been appointed.</p>		

10.	<p>Review of competences - project update</p> <p>David provided a verbal update for MT on the project to review Audit Scotland's competency project. David is already working with colleagues from across the business to develop a new competency framework to underpin the next stage of our development in performance management.</p> <p>David left the meeting.</p>		
11.	<p>AOB</p> <p>None.</p>		
12.	<p>Date of the Next Meeting</p>		
	<p>The next MT meeting will be held on:</p> <ul style="list-style-type: none"> • 6 November 2007 at 10.00hrs. <p>Apologies</p> <p>Please send apologies to Caroline Cockburn x1606</p>		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 6 NOVEMBER 2007

Present: Bob Black, Caroline Gardner, Russell Frith

Apologies: Diane McGiffen

In Attendance: David Pia and Lynn Bradley joined the meeting for items 1 to 3
James Gillies joined the meeting for item 4

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting on 30 October, which had been circulated, were agreed as an accurate record.		
2.	Local Government Sector Plan and Priorities & Risks Framework		
	<p>Lynn introduced the Sector Plan noting the change to a three year timescale and the draft development plan. The MT welcomed the plan and thanked the team, in particular Mark Taylor and Gordon Smail. for their work.</p> <p>Discussion covered:</p> <ul style="list-style-type: none"> • the need to keep an eye on the cross sector issues from all sectors which was agreed should be a role of the Corporate Plan. • the potential benefits of the proposed development of area based information • the need to present the final version of the plan to the Accounts Commission. <p>Lynn then introduced the Priorities and Risks Framework noting the reorganisation of the information compared to last year and that most of the issues were the same as last year but a year further on. The MT welcomed the Framework.</p> <p>Discussion covered:</p> <ul style="list-style-type: none"> • the possibility of strengthening references to shared services as this was likely to become an issue for councils • the need for financial planning to be based on sustainable revenue and spending plans 	LB/DP	December Meeting
3.	Developing our Capacity		
	<p>David introduced a paper providing further information about the new posts and the recruitment processes which had previously been agreed to in principle.</p> <p>The MT approved the proposals.</p>	DP	Immediate
4.	Communications Digest		
	<p>James took the MT through the paper and provided updates on events since it was written.</p> <p>The Media Event has been confirmed as 16th November at the Scotsman Hotel. Initial acceptances were encouraging. Audit Scotland numbers to be finalised nearer the date.</p>	JG	W/C 12 November

	MT noted the paper.		
5.	Management Team Dates for 2008		
	The paper of proposed dates was noted.		
6.	Memorandum of Understanding with The Scottish Funding Council		
	Russell introduced the draft Memorandum of Understanding. MT members provided comments around the two way nature of communications and the public nature of auditors' reports. The MT noted the further consultation arrangements.	RF	Immediate
7.	Date of the Next Meeting		
	The next Management Team meetings will be held on: ➤ Tuesday 13th November – 14.00 hrs Apologies - 13.11.07 – CG 04.12.07 DMcG Please send apologies to Caroline Cockburn x1606		

AUDIT SCOTLAND MANAGEMENT TEAM

MINUTE OF MEETING HELD ON 13 NOVEMBER 2007

Present: Bob Black, Diane McGiffen, Russell Frith
Apologies: Caroline Gardner
In Attendance: James Gillies joined the meeting for item 2

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting on 6 November, which had been circulated, were agreed as an accurate record.		
2.	Media Event Update		
	James Gillies joined the meeting to outline arrangements and briefings for the Media Event on 16 November.		
3.	Any Other Business		
3.1	<u>Auditing Company Accounts</u> Russell updated Management Team on developments in the provisions to audit company accounts. It was agreed that Russell should provide a further update to the Management Team and Directors meeting on 30 November.		
3.2	<u>Osborne House</u> Diane provided an overall update on the Landlords proposals for the redevelopment of Osborne House. A paper will be prepared for the next Management Team.		
4.	Date of the Next Meeting		
	The next Management Team meetings will be held on: ➤ Tuesday 20 November at 09.30 hours Please send apologies to Caroline Cockburn x1606		

**AUDIT SCOTLAND MANAGEMENT TEAM
MINUTE OF MEETING HELD ON 20 NOVEMBER 2007**

Present: Bob Black, Caroline Gardner Diane McGiffen, Russell Frith

Apologies: None

In Attendance: David Hanlon joined the meeting for Item 3, 4 and 5

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting dated 13 November, which Diane tabled, were agreed as an accurate record.		
2.	Monthly Correspondence Report		
	Management Team noted the contents of the Monthly Correspondence Report, which had been circulated for information.		
3.	Monthly Finance Report		
	<p>David Hanlon joined the meeting for this item. David introduced the Monthly Finance Report which outlined the financial position to the end of month seven. There was discussion of the end year position and the work to procure a forecast, in early December.</p> <p>Management Team welcomed the finance report and congratulated David of the quality of analysis.</p>		
4.	Osborne House Update		
	David Hanlon introduced his paper on proposed developments to Osborne House, which had been circulated. It was agreed to undertake initial discussions with Caroline, the Directors and Assistant Directors about accommodation needs over the coming twelve months for staff based at Osborne House and to invite our property advisor to undertake a scoping review of the property market and accommodation options given the potential to relocate from two of our premises.	DMcG	Immediate
5.	110 George Street – Rent Review		
	<p>David introduced the paper which set out the reduced rental increase which had been negotiated by our property advisor. It was noted that the final agreed rent was less than provided for in the budget. Management Team welcomed the effective negotiation for the revised rent.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>		

6.	18 George Street – Update		
	<p>Diane introduced her paper providing an update on the conclusion of the 18 George Street refurbishment project, and apologised for the delay in submitting the papers to Management Team, given her recent absence.</p> <p>Management Team noted the statement of the final account position and welcomed the final outturn of the project excluding Fees and VAT. Diane will provide a further report once the outstanding issues in connection with the heating work at 18 George Street had been resolved and a final report from Mott MacDonald has been produced.</p>	DMcG	
7.	New Phone System - Update		
	Diane tabled the report reviewing progress on the phones project. Management Team welcomed the update and the planned developments to continue to work to improve the unresolved issues with the new phone system and welcomed the results of the mystery shopping survey which had been done on staff call handing.		
8.	Principles of Public Audit		
	Management Team discussed the outline brief which had been circulated and it was agreed to put this item on to the agenda of the Management Team and Directors meeting on 30 November. It was agreed that our revision of the Principles of Public Audit and re-launch of them would be very welcome.	DMcG	Immediate
9.	Date of the Next Meeting		
	<p>The next Management Team and Directors meeting will be held on:</p> <ul style="list-style-type: none"> ➤ Friday 30 November at 09.30 hours <p>The Management Team meeting scheduled for Tuesday, 4 December has been Cancelled.</p> <p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> ➤ Tuesday, 11 December at 09.30 hours <p>Please send apologies to Caroline Cockburn x1606</p>		

**AUDIT SCOTLAND MANAGEMENT TEAM
MINUTE OF MEETING HELD ON 11 DECEMBER 2007**

Present: Bob Black, Diane McGiffen and Russell Frith
 Apologies: Caroline Gardner
 In Attendance: Fiona Kordiak, Bill Convery and Angela Cullen joined the meeting at **Item 2**
 Gordon Smail joined the meeting at **Item 3**
 David Blattman and Jennie Mathieson joined the meeting at **Items 4, 5 and 6**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting dated 20 November, which Diane circulated, were agreed as an accurate record.		
2.	Central Government Intelligence Report		
	<p>Following discussion, Management Team welcomed the report and thanked the team for their briefing. Management Team agreed to continue to consider the ongoing developments on International Finance Report Standards at future meetings.</p> <p><i>Fiona Kordiak, Bill Convery and Angela Cullen left the meeting</i></p>		
3.	Race Equality Study – Recommendation for Appointment of Consultants		
	<p>Gordon Smail introduced his paper, which detailed the procurement process for the appointment of consultants for the Race Equality Study. Following discussion, it was agreed to approve the recommendation in the report to appoint ICD Insight.</p> <p><i>Gordon Smail left the meeting</i></p>		
4.	Evaluation: First Line Management Development Pilot Programme		
	Following discussion, Management Team approved the roll out of the First Line Management Programme and welcomed it as a further support for the development of management at Audit Scotland. Management Team congratulated David and Jennie on the quality of the report.		
5.	Counter Fraud Policy – 2007		
	David Blattman introduced the paper reviewing the Counter Fraud Policy, which had been incorporated in the annual HR review of staff handbook policies. No significant amendments to the policy were recommended, and it was agreed that the policy review would be approved and reported to the Board in the next Accountable Officer's Report. The Counter Fraud Policy was originally approved by the Board because it evolved from a corporate governance review, but it was agreed that unless substantial changes were being recommended that Management Team approval would be sufficient for ongoing review.	DMcG	Next AS Board

6.	Diversity Monitoring Report – 2006		
	<p>David introduced the Diversity Monitoring Report and accompanying paper which had been circulated. Management Team welcomed the report and the discussion and analysis of the statistical issues which were raised in the report. It was agreed that Directors and Managers should be reminded of the importance of efficient completion of the recruitment records, to enable us to provide better and complete analysis of recruitment trends.</p> <p>It was agreed that the next Diversity Monitoring Report would cover the financial year 2007-2008.</p> <p style="text-align: center;"><i>David Blattman and Jennie Mathieson left the meeting</i></p>	DB	MAY 2008
7.	Publications Assistant (Web) Interim Acting Up Allowance		
	There is a confidential minute of this item as it is staff related.		
8.	Any Other Business		
8.1	<p><u>SCPA</u></p> <p>Management Team discussed the forthcoming SCPA meeting and the outlined proposals for follow up external audit work.</p>		
9.	Date of the Next Meeting		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> ➤ Tuesday, 8 December at 09.30 hours. (Due to the Christmas break no papers will be issued) <p>Please send apologies to Caroline Cockburn x1606</p>		

**AUDIT SCOTLAND MANAGEMENT TEAM
MINUTE OF MEETING HELD ON 18 DECEMBER 2007**

Present: Bob Black, Diane McGiffen and Russell Frith
 Apologies: Caroline Gardner
 In Attendance: David Hanlon joined the meeting for **Item 3 and 4**
 Allan Davie joined the meeting for **Item 5**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting dated 11 December, which had been circulated, were agreed as an accurate record.		
2.	Correspondence Summary		
	The Correspondence Summary, which had been circulated, had been noted.		
3.	Monthly Finance Report		
	David Hanlon introduced the Monthly Finance Report. Following discussion, Management Team noted the contents of the report.		
4.	2007 – 2008 Financial Year End Forecast		
	<p>David Hanlon introduced the Forecast for the Year End and outlined for Management Team the assumptions made in the Forecast and the areas of predicted expenditure which may vary from that Forecast.</p> <p>Following discussion, it was agreed that David Hanlon and Steve Murray would further review the forecast completion percentages with colleagues and with Caroline Gardner or her Directors in the new year.</p> <p>It was agreed that Russell would review the level of agreement around indicative fee levels and that Management Team would receive further information on the International Financial Reporting Standards' provision on annual leave.</p> <p>It was also agreed that Management Team would request a detailed update in January on the Best Value Resource project lead by Lynn Bradley.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>	<p>DH/SM</p> <p>RF/DH</p> <p>DMcG</p>	<p>15.01.08</p> <p>15.01.08</p> <p>15.01.08</p>
5.	Printer Replacement		
	<p>Allan introduced his paper recommending replacement of printers and outlined the background to the procurement of the solution, the trials and testing of equipment and the costs assumptions used to identify the final cost of the package.</p> <p>The report had already been approved by the Technology Management Group and following discussion Management Team agreed to implement the recommendations as outlined in the report. The total cost of the package including VAT was £183,018 and it is expected that the printers will be installed during January 2008.</p> <p style="text-align: center;"><i>Allan Davie left the meeting</i></p>		

6.	List of Ongoing/Upcoming Corporate Services Projects		
	Diane outlined the list of ongoing Corporate Services Projects which provided an overview of the range of work going on. It was agreed that a more comprehensive report across Audit Scotland on projects in progress would be presented to Management Team in January.	DMcG	15.01.08
7.	Any Other Business		
7.1	<u>SCPA</u> Management Team discussed the recent report from the SCPA on Audit Scotland's budget.		
7.2	It was agreed that Diane should arrange a Remuneration Committee meeting in January for a presentation and discussion on the Reward Project.	DMcG	January
7.3	Russell reported that he would present a paper to Management Team outlining changes in the procurement of training on new International Finance Standards in January.	RF	15.01.08
7.4	Diane outlined current Freedom on Information panel's considerations.		
8.	Date of the Next Meeting		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> ➤ Tuesday, 8 December at 09.30 hours. (Due to the Christmas break no papers will be issued) Please send apologies to Caroline Cockburn x1606		