



# **MINUTES OF MANAGEMENT TEAM MEETINGS**

**2008**

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 8 JANUARY 2008

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

1.	STOCKTAKE	LEAD	DEADLINE
	<p>MT met to informally review the key issues for the coming year internally and externally. Following a wide ranging discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• The new corporate plan should be a more strategic document, setting the context for and detail of the value to be added by public audit in Scotland over the next three years</li> <li>• The publication of the corporate plan would be rescheduled to the summer to enable a widespread consultation exercise to take place and to allow more time to assess the implications of emerging developments</li> <li>• Diane will bring back a revised project plan and discussion document to an MT meeting in January.</li> <li>• It was agreed that Bob should invite John Baillie, Chair of the Audit Scotland Board and the Accounts Commission to an early MT meeting to discuss his vision for both roles and how we can further align and improve our joint working</li> <li>• MT agreed that the following themes should be reflected in the new corporate plan: <ul style="list-style-type: none"> <li>○ Holding to account and helping to improve</li> <li>○ Our role working on behalf of citizens, taxpayers and service users</li> <li>○ Our distinctive role and contribution in: <ul style="list-style-type: none"> <li>▪ analysing the use of resources</li> <li>▪ Providing public assurance</li> <li>▪ Our work on fraud</li> <li>▪ Supporting improvement</li> </ul> </li> <li>○ Accounting for sustainability</li> <li>○ Implementing the Crerar review</li> <li>○ Outcome agreements</li> <li>○ The impact of changing organisational boundaries</li> <li>○ Our cost</li> <li>○ Quality</li> <li>○ Best value principles</li> <li>○ Efficient Government</li> </ul> </li> </ul>	<p><b>DMcG</b></p> <p><b>DMcG</b></p> <p><b>BB</b></p>	<p><b>22.01.08</b></p>
2.	<b>AOB</b>		
2.1	<p><b><u>Video Conference</u></b></p> <p>Diane informed MT that video-conferencing facilities were now working in all the agreed locations and it was agreed to arrange a series of video-conference calls between the MT and the relevant offices to improve communication and promote the new service.</p>		

2.2	<p><b><u>External Engagement Strategy</u></b></p> <p>It was agreed that James Gillies should review the implementation of the external engagement strategy and provide an update and discussion paper on next steps for an MT in February.</p>	<b>JG</b>	<b>05.02.08</b>
2.3	<p><b><u>Recruitment</u></b></p> <p>Russell asked for updated guidance on the MT approvals required for recruitment of posts.</p>	<b>DMG</b>	
2.4	<p><b><u>Osborne House</u></b></p> <p>Diane provided a verbal update on developments at Osborne House and will provide a further report following landlord meetings in January.</p>	<b>DMcG</b>	<b>12.02.08</b>
3.	<p><b>Date of the Next Meeting</b></p>		
	<p>The next Management Team, which is the third meeting of the month and will consider Projects &amp; Report Update will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 22 January at 09.30</b></li> </ul> <p><b>Apologies    None</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 15 JANUARY 2008

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

<b>1.</b>	<b>Note of Previous Minutes</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the meetings held on 18 December 2007 and 8 January 2008, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>International Liaison Manager – Job Evaluation</b>		
	<p>Following discussion of the paper by the Chair of the International Steering Group, which had been circulated, Management Team approved the grading of the International Liaison Manager's post at a Grade F.</p> <p>Bob asked for discussion with the Chair on the outcome of the recruitment process.</p>	<b>DMcG</b>	<b>Immediate</b>
<b>3.</b>	<b>Reward Project</b>		
	<p>Management Team discussed the paper and project plan for the reward project by the HR &amp; OD Manager, which had been circulated. Following discussion, Management Team agreed that engagement with the Remuneration Committee prior to the launch of the survey was important and Diane agreed to communicate this to the project team.</p> <p>Management Team noted the report.</p>	<b>DMcG</b>	<b>Immediate</b>
<b>4.</b>	<b>File Server Outage – Update</b>		
	Management Team noted the report on the recent File Server Outage by the IT Manager, which had been circulated. Management Team noted that the TMG would discuss the item on 17 January 2008.		
<b>5.</b>	<b>Government Consultation on the Scottish Futures Trust</b>		
	Russell provided a verbal update on the current consultation on the Scottish Futures Trust. It was agreed that Russell would forward the relevant papers to Management Team for comment and that this should be discussed at a future Management Team meeting. It was noted that the deadline for comment was 14 March 2008 and agreed that our response should consider issues of accountability.	<b>RF</b>	<b>14.03.08</b>
<b>6.</b>	<b>Business Continuity Plan (BCP) – Exercise 2007</b>		
	<p>Diane introduced the results of the Business Continuity Plan – Exercise 2007 and Management Team discussed the content of the report, which had been circulated.</p> <p>It was agreed that creating a specific Influenza Pandemic Plan following the next meeting of the testing team would be essential.</p> <p>Management Team welcomed and noted the contribution made by Alex Devlin and Claire Sweeny to the event.</p>	<b>DMcG</b>	<b>April/May</b>

7.	<b>List of Major Audit Scotland Projects</b>		
	Management Team noted the contents of the report, which had been circulated. There was discussion of the major IT projects.		
8.	AOB		
8.1	<p><b><u>Internal Audit – Audit Needs Assessment Update &amp; Periodic Plan</u></b></p> <p>Management Team discussed the draft Internal Audit – Audit Needs Assessment, which had been tabled. It was agreed that Diane should provide feedback to RSM Bentley Jennison and that she would engage with the Secretary of the Audit Scotland Board on a date for an Audit Committee meeting as soon as possible.</p>	<b>DMcG</b>	<b>Immediate</b>
9.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team &amp; Directors</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 1 February</b> at <b>09.30 hrs</b> and will be held in <b>Caroline Gardner’s office</b>.</li> </ul> <p>The next <b>Management Team</b>, which is the first meeting of the month, and will consider “Forward Looking Issues” will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 5 February 2008 at 09.30.</b></li> </ul> <p><b><u>Apologies:</u></b></p> <p>12.02.08      CG  29.02.08      BB</p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 22 JANUARY 2008

Present: Bob Black  
Caroline Gardner  
Russell Frith  
Diane McGiffen

In Attendance: Lynn Bradley (items 2, 3 and 4)  
Fiona Kordiak (items 2, 3 and 4)  
David Blattman (items 5, 6 and 7)  
Mike Curtis, QGC (item 7)  
Ronnie Nicol (item 10)

1.	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
2.	<b>Best Value Review: Use of Resources</b>  Lynn introduced the scoping paper on the Best Value review on use of resources in Audit Services. Following discussion, Management Team welcomed the scope of the review and it was agreed that internal audit resource would be used to support the project.	<b>Diane</b>	
3.	<b>Presentation on Workforce and Resource Planning in ASG</b>  Fiona Kordiak introduced her Workforce and Resource Plan, which had been circulated. Fiona outlined the background to the plan and Management Team noted the plans for resourcing over the next few years. Fiona said the next steps in the plan were further engagement with HR to finalise the plan and then the adoption of the plan to guide recruitment and selection. Management Team welcomed the approach.		
4.	<b>Crerar Review - Update</b>  Management Team discussed the government's announcement on the Crerar Review, which had been circulated. It was agreed that this should be a item for further discussion at the Management Team and Directors meeting on 1 February and discussion would be lead by Caroline Gardner.		
5.	<b>Competency Redefinition Project</b>  David introduced his papers to Management Team with an outline of how the various improvement projects on competencies, reward and IIP link together. On the competency project David provided Management Team with an update on progress to date, building on his report, which had been circulated. Management Team welcomed the business engagement in this project and noted progress.		
6.	<b>Business Improvement Project (IIP) Update</b>  David introduced his paper, which had been circulated, and provided an update to Management Team on the next steps in assessing Audit Scotland's approach to IIP accreditation. Management Team noted the way forward.		

--	--	--	--

7.	<p><b>Reward Project – Update</b></p> <p>Mike Curtis, Account Manager from QCG, joined David Blattman to introduce the background and context to the reward project. Mike outlined key success factors for this project, key risks and facilitated a discussion with Management Team on approaches to reward. It was agreed that QCG would facilitate a similar discussion at the next Remuneration Committee meeting, which would be arranged to take place shortly.</p>		
8.	<p><b>Correspondence Summary</b></p> <p>Management Team noted the correspondence summary, which had been circulated.</p>		
9.	<p><b>Corporate Plan Update</b></p> <p>Diane updated Management Team on the discussions with Dave McConnell and Antony Clark to take forward the preparation of the Corporate Plan. It was agreed that there would be a report to the Board outlining the proposed extension of the time to consult and prepare the Plan and that this would also be an item for discussion at the Management Team and Directors meeting on 1 February.</p>	Diane	February 2008
10.	<p><b>Portfolio Management in Public Reporting – Local Government</b></p> <p>Ronnie Nicol introduced his paper to Management Team which had been circulated. Following discussion Management Team agreed to amend its previous decision on Portfolio Managers in the Local Government Public Reporting team and to allow the recruitment of a third subject Portfolio Manager incorporating existing information, intelligence and reporting responsibilities, and committing to the deletion of the existing information and intelligence Portfolio Manager post on the retirement of the present incumbent. It was agreed that David Hanlon would clarify with the Local Government team the funding for the post.</p>	David Hanlon	February 2008
11.	<p><b>ITIL Systems</b></p> <p>Diane introduced the paper recommending the purchase of the ITIL System, which was presented to Management Team for approval as the expenditure was over £50,000. Following discussion, Management Team agreed with the recommendation that had been previously scrutinised by the Technology Management Group.</p>		
12.	<p><b>The Management Team and Directors meeting will be held on:</b></p> <p><b>Friday 1 February 2008 at 9.30 in Caroline Gardner’s office</b></p> <p>The next Management Team meeting which is the first meeting of the month and therefore will consider forward looking issues, will be held on Tuesday 5 February 2008 at 9.30am.</p>		
	<p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 5 FEBRUARY 2008

Present: Bob Black  
Caroline Gardner  
Russell Frith  
Diane McGiffen

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 22 January 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – February Preview</b>		
	James introduced the Communications Digest report for February, which had been previously circulated. Following discussion, Management Team noted the paper and thanked James for his contribution.  <i>James Gillies left the meeting</i>		
3.	<b>Bonfire of the Audits</b>		
	Russell introduced his report on Bonfire of the Audits, which had been previously circulated, on the impact of recent unannouncements on the future of several public bodies. Management Team noted the contents of the paper and it was agreed that Russell would now discuss in detail with Lynn Bradley and Fiona Kordiak	RF	
4.	<b>AOB</b>		
	There was no other business.		
5.	<b>Date of Next Meeting</b>		
	The date of the next Management Team meeting will be held on:  • <b>Tuesday, 12 February 2008 at 09.30</b>  Apologies for this meeting have been received from Caroline Gardner.		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 12 FEBRUARY 2008

Present: Bob Black  
Russell Frith  
Diane McGiffen

Apologies: Caroline Gardner

In Attendance: Lynn Bradley joined the meeting for **Item 2**  
David Hanlon joined the meeting for **Item 3**  
Lorna Meahan joined the meeting for **Item 4**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 5 February 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Refurbishment of Inverness Office</b>		
	<p>Lynn Bradley introduced her paper setting out proposals and costs for the Inverness Office, which had been circulated. Following discussion, Management Team agreed to approve a budget of £64,327.73 for the refurbishment of the Inverness Office and to delegate authority to the corporate finance manager to select the most appropriate source of funding from those described in the paper. Management Team agreed that the Inverness accommodation needed to be brought up to an acceptable standard.</p> <p>The decision to invest in the Inverness refurbishment was based on the business requirement to maintain a long-term base and presence in Inverness. To enable us to deliver the business, and because evaluation of the option of securing alternative accommodation which were too expensive.</p> <p style="text-align: center;"><i>Lynn Bradley left the meeting</i></p>	LB	To be included in project monitoring updates
3.	<b>Provisional budget Estimate 2009/10</b>		
	<p>David Hanlon joined the meeting for this item and introduced his paper, which had been circulated. Following discussion, it was agreed that the provisional budget estimate should:-</p> <ul style="list-style-type: none"> <li>• use the treasury guidelines for pay inflation</li> <li>• include 2% efficiencies targets</li> <li>• plan to meet the transitional costs of introducing new financial reporting standards from EYF resources rather than fee increases</li> <li>• continue to work to produce updated analysis of the 2009-10 preliminary budget prior to approval by the Management Team before submission to the SCPA by mid-March.</li> </ul> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>		February 08

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 19 FEBRUARY 2008

Present: Bob Black, Russell Frith, Diane McGiffen,  
Barbara Hurst (substituting for Caroline Gardner)  
Apologies: Caroline Gardner  
Attendance: David Hanlon and Alex Devlin joined the meeting for **items 2 and 3.**

		<u>Action</u>
<b>1.</b>	<b>Note of Previous Meeting</b>	
	The minute of the meeting of 12 February 2008, which had been circulated, were agreed as an accurate record.	
<b>2.</b>	<b>Performance and Financial Update – Quarter Three Report</b>	
	<p>David Hanlon and Alex Devlin introduced the report on business and financial performance in the third quarter, which had been circulated.</p> <p>MT welcomed the continuing strong performance against our KPIs. It was noted that the performance information for the completion of central government audits was subject to revision, and it was agreed that Barbara and Alex would review the performance data and provide a short update for the next meeting.</p> <p>MT congratulated the PRG on the quality and impact of recent reports, several of which had been completed to very challenging timescales. Following discussion, it was noted that there appeared to be some significant slippage against some other PRG studies. In order to understand better the underlying reasons and potential for improvement in delivery against project milestones, it was agreed that PRG should provide a detailed report to MT on this issue, analysing past trends, identifying key issues, trends and cost implications and setting out improvement actions.</p> <p>MT noted the content of the report.</p>	<p><b>AD/BH</b></p> <p><b>March 2008</b></p> <p><b>BH/David Pia</b></p>
<b>3.</b>	<b>Sickness Absence</b>	
	<p>Alex Devlin introduced his paper analysing the difference between sickness absence recorded by payroll and through the time recording system, which had been identified in through monitoring PIs in 2007. It had been agreed to revisit the issue at the end of quarter 3 2008, when the new time recording system would contain sufficient data for analysis.</p> <p>Following discussion, MT welcomed the report and analysis and actions to:</p> <ul style="list-style-type: none"> <li>• Reinforce the sickness policy and procedures through managers and general communications, including team brief</li> <li>• Follow up with individuals where documents appear to be missing</li> <li>• Re-inforce at managers' meetings the need for accurate reporting</li> <li>• Follow up the analysis at the end of quarter 4 to assess improvement.</li> </ul>	<p><b>Alex Devlin/ David Blattman</b></p>

<b>4.</b>	<b>Principles of Public Audit</b>	
	<p>Diane introduced the draft paper for the Public Audit Forum, which had been circulated. It was agreed that MT should provide detailed comments direct to Antony Clark, who would also be engaging with Directors and Assistant Directors on the paper. Following discussion it was also considered that the paper should focus more on the public value and added value of audit, recognise the wider scrutiny landscape and the integrating role of audit, promote more the distinctive role of audit providing assurance about the proper use of resources and recognise the anti-fraud work undertaken by audit agencies.</p> <p>It was agreed that there should be a further discussion of the paper at MT once Antony had prepared a response.</p>	<b>Antony Clark</b>
<b>5.</b>	<b>Review of NAO Governance</b>	
	<p>There was discussion of the recent report on the governance of the NAO. Following discussion it was agreed that the Board should be invited to consider the report and this should be used, along with the current internal audit programme, to identify any further improvements in Audit Scotland's governance.</p>	<b>Bob Black</b>
<b>6.</b>	<b>Date of Next Meeting</b>	
	<p>The next <b>Corporate Management Forum</b> will be on <b>Friday 29 February</b>.</p> <p>The next <b>Management Team meeting</b> will be on <b>Tuesday 4 March 2008 at 9.30</b>.</p> <p><b>Apologies:</b></p> <p>Please give your apologies to <b>Caroline x1606</b></p>	

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 4 MARCH 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen

Apologies: Russell Frith

In Attendance: Allan Davie joined the meeting for **Item 2**  
David Blattman joined the meeting for **Item 3**

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 19 February 2008, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Storage Area Network</b>		
	<p>Allan Davie introduced his paper on the Storage Area Network, which has been circulated. Allan requested approval to purchase a Storage Area Network and went on to outline the background to this project, the procurement process, and the benefits to the business and the cost.</p> <p>Following discussion, Management Team agreed to approve the purchase of the Storage Area Network, as recommended in the report, pending Board approval given that the cost of the Storage Area Network is very close to delegated financial authority.</p> <p style="text-align: center;"><i>Allan Davie left the meeting</i></p>	<b>DMcG</b>	<b>23.03.08</b>
<b>3.</b>	<b>Remuneration Committee – Follow-Up</b>		
	<p>David Blattman joined the meeting to discuss the agenda for the Remuneration Committee on 25 March. It was agreed that the Remuneration Committee agenda should include a discussion of agreements for implementing this year's annual award for graded staff as well as arrangements for the fixed point salary group and the proposals for the review of the fixed point salary scheme.</p> <p style="text-align: center;"><i>David Blattman left the meeting</i></p>	<b>DMcG</b>	<b>23.03.08</b>
<b>4.</b>	<b>Communications Digest – March Preview</b>		
	Management Team noted the paper by James Gillies, which had been circulated. It was agreed that the paper continues to provide a useful overview of external coverage of audit work.		
<b>5.</b>	<b>Commission Seminar – Follow-Up</b>		
	Bob and Caroline updated Management Team on the recent Accounts Commission Seminar.		

6.	<b>AOB</b>		
6.1	<p><b><u>Board Agenda</u></b></p> <p>A draft agenda for the Audit Scotland Board meeting on 25 March was discussed.</p>		
7.	<b>Date of Next Meeting</b>		
	<p>The date of the next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 11 March 2008 at 09.30</b></li> </ul>		

**AUDIT SCOTLAND MANAGEMENT TEAM**

**MINUTE OF MEETING HELD ON 11 MARCH 2008**

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith

Apologies: None

In Attendance: David Blattman, Willie Maltman and Brigid Russell joined the meeting for **Item 2**  
 David Hanlon joined the meeting for **Item 3**  
 Tricia Meldrum joined the meeting for **Item 4**  
 Barbara Hurst and Gordon Smail joined the meeting for **Item 5**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 4 March 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Management Development Programme Evaluation - Presentation</b>		
	<p>David Blattman, Willie Maltman and Brigid Russell joined the meeting to delivery a presentation on the evaluation of the Management Development Programme and to introduce their Evaluation Reports, which had been circulated.</p> <p>Management Team welcomed the Evaluation process and congratulated the team on the Evaluation and the delivery of the programme.</p> <p>Following discussion, it was agreed that a further session would be scheduled with the Directors to enable Management Team and Directors to consider the results of the evaluation and the implications for ongoing development activity.</p> <p style="text-align: center;"><b><i>David Blattman, Willie Maltman &amp; Brigid Russell left the meeting</i></b></p>	<b>DMcG/DB</b>	<b>April 2008</b>
3.	<b>2009/10 Provisional Budget Estimate &amp; SCPA Response</b>		
	<p>David Hanlon joined the meeting and introduced his paper outlining the provisional budget estimate and the factors contributing to pressures on the budget.</p> <p>It was agreed that a commitment to a 2% efficiency saving would be made through the budget process and in the response to the SCPA, along with further information about the likely implementation costs introducing International Financial Reporting Standards.</p> <p>It was also agreed that Management Team members should provide comments on the draft SCPA response by Thursday, 13 March 2008 and it was noted that the response to the budget estimate should be with the SCPA by Friday, 14 March 2008.</p>	<b>ALL</b>	<b>13.03.08</b>

	<i>David Hanlon left the meeting</i>		
--	--------------------------------------	--	--



<b>4.</b>	<b>Framework for Assessing Impact</b>		
	<p>Tricia Meldrum joined the group and introduced the paper from the Corporate Impact Group, which had been circulated.</p> <p>Management Team welcomed the new Framework for Assessing Impact and discussed the next stages in embedding this across the organisation and through our corporate planning and annual report processes. The Framework was adopted and it was agreed to engage with other Audit Agencies to seek feedback and comment and to engage with our Internal Auditors to review the Framework.</p> <p style="text-align: center;"><i>Tricia Meldrum left the meeting</i></p>	<b>DMcG</b>	<b>April 2008</b>
<b>5.</b>	<b>Correspondence Handling</b>		
	<p>Barbara Hurst and Gordon Small joined the meeting to introduce their paper on the review of Correspondence Handling, which had been circulated.</p> <p>Following discussion, Management Team welcomed the revised processes and the arrangements outlined in the report and agreed to resource the work on the pilot basis as outlined, using EYF to fund the work. A report back on the changes would be provided after one year.</p> <p style="text-align: center;"><i>Barbara Hurst &amp; Gordon Small left the meeting</i></p>	<b>BH</b>	<b>March 2009</b>
<b>6.</b>	<b>Review of Quality Appraisal Arrangements</b>		
	It was agreed to defer the discussion of this paper to the following meeting.	<b>DMcG</b>	<b>18.03.08</b>
<b>7.</b>	<b>Housing Benefit Audit Responsibilities</b>		
	Russell introduced his paper, which had been circulated. Following discussion, Management Team agreed the paper for a presentation to the next Accounts Commission meeting	<b>RF</b>	<b>23.04.08</b>
<b>8.</b>	<b>Ethical Governance Arrangements</b>		
	Russell introduced his paper, which had been circulated. Following discussion, it was agreed that the paper should be presented for discussion to the next Board Meeting.	<b>RF</b>	<b>25.03.08</b> <b>Next Board Meeting</b>
<b>9.</b>	<b>Scottish Futures Trust</b>		
	<p>Russell introduced his paper on the consultation on the Scottish Futures Trust, which had been circulated.</p> <p>Management Team agreed to the response and noted the need to outline a process for responding to consultation documents on behalf of Audit Scotland, the Accounts Commission and the engagement with the Audit Scotland Board, where necessary.</p>	<b>RF/CG</b>	<b>April 2008</b>

<b>10.</b>	<b>Information Governance Arrangements</b>		
	<p>Diane introduced a paper highlighting changes to Information Governance Arrangements, which had been circulated.</p> <p>Following discussion, Management Team approved the new arrangements which would bring the Data Protection Policy matters within the remit of the Corporate Group looking at Freedom of Information and other information regulations.</p>		
<b>11.</b>	<b>AOB</b>		
	None		
<b>12.</b>	<b>Date of Next Meeting</b>		
	<p>The date of the next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 18 March 2008 at 09.30</b></li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 18 MARCH 2008

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: David Blattman joined the meeting for **Items 2, 3 & 10**  
David Hanlon joined the meeting for **Items 5 & 6**  
Barbara Hurst and Fiona Kordiak joined the meeting for **Items 7, 8 and 9**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 11 March 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>2008 Pay Award (Main Grades)</b>		
	David Blattman introduced his paper outlining the current status of negotiations between COLSA and the Local Government Trade Unions on the 2008 Pay Award.  Following discussion, it was agreed to recommend to the Board that an interim cost of living award be made to staff in April pending the final agreement between COLSA and Local Government Trade Unions.	<b>DMcG</b>	<b>25.03.08</b>
3.	<b>Corporate Homicide Act 2007</b>		
	David Blattman introduced his paper which had been circulated.  Following discussion, Management Team noted the implications of the Corporate Homicide Act 2007 as outlined in the paper specifically the issues for the Audit Scotland Board, Management Team and Directors and the Health & Safety Committee. The implications for other managers and members of Audit Scotland were also noted and Management Team approved the actions outlined in the report.  <i>David Blattman left the meeting</i>		
4.	<b>Data Protection Policy</b>		
	Diane introduced the paper on the revised Data Protection Policy, which was a further piece of work arising from the review of Audit Scotland's handling of sensitive data, begun in late 2007.  Following discussion, Management Team approved the revised policy.		

<b>5.</b>	<b>2009/10 Provisional Budget Estimate &amp; SCPA Response</b>		
	<p>David Hanlon joined the meeting for further discussion of the 2009/10 Provisional Budget Estimate, as detailed in the paper circulated for the 11 March Management Team meeting.</p> <p>Following discussion it was agreed that the Budget response and the response to the SCPA report should be submitted.</p>	<b>DMcG</b>	<b>28.03.08</b>
<b>6.</b>	<b>Stationery Supplies</b>		
	<p>David Hanlon introduced his paper, which had been circulated and which outlined the review of the procurement process for stationery supplies resulting in an estimated annual saving of £27,000.</p> <p>Management Team noted the report and congratulated David on the exercise.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>7.</b>	<b>Intelligence Report</b>		
	<p>Barbara Hurst and Fiona Kordiak introduced the Intelligence Report, which had been circulated.</p> <p>Following detailed discussion of the paper, Management Team noted the report and congratulated the team on the coverage of issues in the report.</p>		
<b>8.</b>	<b>Correspondence Summary</b>		
	Barbara introduced the Correspondence Summary, which had been circulated. Management Team noted the report.		
<b>9.</b>	<b>Review of Quality Appraisal Arrangements</b>		
	<p>Russell introduced his paper, which had been previously circulated. Russell stated that the paper was an attempt to highlight some initially thinking around revising Quality Appraisal Arrangements.</p> <p>Following discussion, it was agreed that the paper should be discussed at the next available Management Team and Directors meeting and that there should be a full discussion of the role of Quality Appraisals and the corporate approach to Quality Appraisal across the business.</p> <p style="text-align: center;"><b><i>Barbara Hurst and Fiona Kordiak left the meeting</i></b></p>	<b>DMcG</b>	<b>30.05.08</b>

<b>10.</b>	<b>Diversity Equality Scheme</b>		
	<p>Diane introduced the Diversity Equality Scheme Annual Report, which had been circulated. It was agreed to revisit the question of who should be the lead Relationship Manager on Diversity at a future meeting when Caroline Gardner is available.</p> <p>Following discussion, Management Team approved the report and recommended that it be presented to the Board.</p>	<b>DMcG</b>	<b>25.03.08</b>
<b>11.</b>	<b>AOB</b>		
<b>11.1</b>	<p><b><u>Board Agenda</u></b></p> <p>Management Team discussed the draft Board Agenda which was tabled.</p>		
<b>11.2</b>	<p><b><u>IFRS Briefing</u></b></p> <p>It was agreed that Russell would provide a high level IFRS briefing for Management Team and Directors at the next available meeting.</p>	<b>RF</b>	<b>30.05.08</b>
<b>11.3</b>	<p><b><u>Local Income Tax Proposals</u></b></p> <p>It was agreed that Russell would review the Local Income Tax Proposals to assess whether Audit Scotland should submit a response to the consultation.</p>	<b>RF</b>	
<b>12.</b>	<b>Date of Next Meeting</b>		
	<p>The date of the next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 1 April 2008 at 09.30</b></li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 1 APRIL 2008

Present: Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: Bob Black

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 18 March 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – April Preview &amp; April Team Brief</b>		
	James Gillies joined the meeting for this item and introduced his paper which reviewed Press and Parliamentary coverage over the past month and looked forward to events in April.  Following discussion, Management Team noted the report.		
3.	<b>Overview of Key Issues for the next Quarter</b>		
	Following discussion, it was agreed that key areas for focus are: <ul style="list-style-type: none"><li>• The production of the Corporate Plan</li><li>• The Annual Report</li><li>• The development of the Fee Strategy</li><li>• The Scrutiny Programme Board Activity, including that on Single Outcome Agreement and the future of BV.</li></ul>		
4.	<b>Management Team &amp; Directors' Event</b>		
	Caroline provided an update on arrangements for the Management Team and Directors event on the 7 & 8 April.		
5.	<b>AOB</b>		
5.1	It was agreed to find the time on the 7 April to have a Management Team meeting to discuss the Fixed Point Salary Group Award.		
5.2	It was agreed that the Management Team meeting for the 15 April should begin at 09.00 hrs, given Russell's appointment and it was further noted that changes to Management Team timings over the year would be necessary to accommodate the dates agreed for Board meetings.		
6.	<b>Date of Next Meeting</b>		
	The date of the next Management Team meeting will be held on: <ul style="list-style-type: none"><li>• <b>Tuesday, 15 April 2008 at 09.00 hours</b></li></ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 15 APRIL 2008

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith

Apologies: None

In Attendance: Barbara Hurst and Alastair Swarbrick joined the meeting for *Item 3*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 1 April 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Correspondence Summary</b>		
	Management Team noted the contents of the Correspondence Summary report, which had been circulated.		
3.	<b>Central Government Intelligence Report</b>		
	Barbara Hurst and Alastair Swarbrick introduced their report, which had been circulated. Following discussion, Management Team noted the contents of the report and welcomed the continuing quality of the report.  Caroline informed Management Team that the teams would be reviewing the format and production of the Intelligence Report in 2008.		
4.	<b>Annual Report 2007/08 - Update</b>		
	Management Team noted the update report from James Gillies, which had been circulated, but deferred discussion to a meeting to be arranged in week beginning 21 April 2008.	<b>DMcG</b>	<b>Immediate</b>
5.	<b>Assistant Director Post</b>		
	Caroline introduced the report from David Pia, which had been circulated and agreed the appointment as outlined in the report.  (As this is a personnel matter there is a confidential minute of the details).		
6.	<b>2009/10 Budget Timetable</b>		
	Management Team noted the Budget Timetable, which had been circulated. It was agreed to incorporate the timeline for considering the fee strategy into the report and Russell confirmed that a paper would be available during May on this topic.	<b>RF</b>	<b>May 2008</b>
7.	<b>Corporate Plan 2008 – 11</b>		
	It was agreed to defer discussion of this item to the next meeting.	<b>DMcG</b>	<b>Immediate</b>

<b>8.</b>	<b>Staff Conference</b>		
	Diane updated Management Team that, following discussion with Directors, it was agreed to plan for a Staff Conference in the autumn, around September. It was agreed that Lynn Bradley and some Assistant Directors would work to pull together a programme for the event.		
<b>9.</b>	<b>Osborne House Update</b>		
	Diane updated the group on the situation at Osborne House, which was that the developers have still not served notice on us to quit the property.		
<b>10.</b>	<b>Inverness Update</b>		
	Management Team noted the report, which had been circulated and congratulated Dorothy Lavery on the organisation of the project.		
<b>11.</b>	<b>AOB</b>		
	There was no other business.		
<b>12.</b>	<b>Dates of Next Meeting</b>		
	<p>The date of the next Corporate Management Forum will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 25 April 2008 at 12.00 – 14.00 hrs</b></li> </ul> <p>The dates for the next two Management Team meetings are:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 23 April 2008 at 13.30 hours</b></li> <li>• <b>Tuesday, 29 April 2008 at 09.00 hours</b></li> </ul>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 23 APRIL 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Antony Clark joined the meeting for *Item 1*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 15 April 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Corporate Plan 2008-11</b>		
	Diane and Antony introduced their paper outlining proposals for stakeholders and client engagement on the corporate plan, which had been circulated.  Following discussion, Management Team agreed to the proposals outlined in the plan and to proceed with a web-based consultation exercise supplement with individual meetings with key stakeholders.  <i>Caroline Gardner left the meeting</i>		
3.	<b>Annual Report 2007-08</b>		
	Diane outlined the timetable for the production of the annual report, as set out in the paper, which had been circulated.  Management Team noted progress and the need for key staff to comment and turnaround quickly.		
4.	<b>AOB</b>		
	There was no other business.		
5.	<b>Dates of Next Meeting</b>		
	The dates for the next two Management Team meetings are: <ul style="list-style-type: none"><li>• <b>Tuesday, 29 April 2008 at 09.00 hours</b></li></ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 29 APRIL 2008

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

In Attendance: Alex Devlin joined the meeting for *Items 2 and 3*  
Barbara Hurst & David Pia joined for *Item 4*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 23 April 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Quarter 4 KPI Report</b>		
	<p>Alex introduced the paper covering performance in the final quarter of the financial year.</p> <p>The financial figures were noted as draft and subject to further adjustment for actuarial information and audit. MT discussed the outturn performance data and the reasons for variances. It was noted that the increases in energy usage and travel were likely to be partly due to increased staff numbers and out of date benchmarks as these were influenced by changes in audit appointments and the long period where heating was not available in 110 George Street.</p> <p>The sickness absence figures were noted to be higher than in previous years once differences between the payroll/HR figures and those recorded in the Time Recording System were taken into account. It was agreed that all staff should be reminded that it was important that they ensured that sickness absence was properly recorded in the TRS and that the required forms were submitted to managers and passed to payroll/HR. Reconciliation of the two systems would be undertaken again during the year and followed up with managers where differences persist.</p>	AD	<p><b>Immediate for reminder</b></p> <p><b>August for Q1 re-conciliation</b></p>
3.	<b>BV review of Health &amp; Safety</b>		
	<p>Alex introduced the report and outlined the key findings.</p> <p>The Management Team welcomed the thorough report and reconfirmed its commitment to Health &amp; Safety within Audit Scotland. The main recommendations were accepted subject to clarification of the funding source for the proposed external advice.</p> <p>It was agreed that an action plan with timelines should be produced and that an early priority should be to ensure that appropriate and consistent references to Health &amp; Safety responsibilities were included in all relevant job descriptions.</p>	<p>DMcG</p> <p>DB/AD</p>	<p><b>Immediate</b></p> <p><b>End may 2008</b></p>
4.	<b>Timeliness of projects</b>		

	<p>Barbara and David introduced their paper analysing the time taken for studies to be completed, the causes of variations from planned times and the actions being taken to improve performance.</p> <p>The Management team discussed the paper and endorsed the actions being taken encouraging the use of more transparent reporting of progress from the commencement of the study. It was noted that quality of reports had been improving over recent years and that this area was the next step in promoting continuous improvement of our reports.</p>		
<b>5.</b>	<b>AOB</b>		
	There was no AOB.		
<b>6.</b>	<b>Date of Next Meeting</b>		
	<p>The date of the next Management Team meeting is:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 6 May 2008 at 09.00 hours</b></li> </ul>		

**AUDIT SCOTLAND MANAGEMENT TEAM**

**MINUTE OF MEETING HELD ON 6 MAY 2008**

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

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

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 30 April 2008, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Communication Digest – May Update &amp; May Team Brief</b>		
	James introduced the Communications Digest.  The management Team discussed the Digest and the handling of media queries on recent reports.		
<b>3.</b>	<b>AOB</b>		
	None		
<b>4.</b>	<b>Date of Next Meeting</b>		
	The date of the next Management Team meeting is:  • <b>Tuesday, 20 May 2008 at 15.00 hours</b>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 1 JULY 2008

Present: Bob Black  
Russell Frith  
Diane McGiffen

Apologies: Caroline Gardner

In Attendance: James Gillies joined the meeting for *Item 1*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 17 June 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – July Preview &amp; July Team Brief</b>		
	James Gillies joined the team to introduce the Communications Digest report for July, which had been circulated.  Management Team discussed the contents of the paper and the forthcoming publication programme through to the autumn.  <i>James Gillies left the meeting</i>		
3.	<b>AOB</b>		
3.1	<b><u>Forthcoming Management Team Meetings</u></b>  Management Team discussed the rescheduling of the Management Team meetings on the 8 and 15 July given annual leave and it was agreed that these meetings would be cancelled.		
4.	<b>Date of Next Meeting</b>		
	The date of the next <b>Management Team &amp; Directors</b> meetings will be held on:- <ul style="list-style-type: none"><li>• <b>Friday, 25 July at 09.30 hours</b> in the <b>Boardroom at 110GS</b></li></ul> The date of the next <b>Management Team</b> will be held on: <ul style="list-style-type: none"><li>• <b>Tuesday, 29 July at 09.30 hours</b></li></ul>		

**AUDIT SCOTLAND MANAGEMENT TEAM**

**MINUTE OF MEETING HELD ON 29 JULY 2008**

Present: Caroline Gardner (Chair)  
Diane McGiffen  
Russell Frith

Apologies: Bob Black

In Attendance: Alex Devlin joined the meeting for **Item 6**  
David Hanlon joined the meeting for **Item 6, 7 and 8**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 1 July 2008, which had been circulated, were agreed as an accurate record.		
2.	Correspondence Summary		
	<p>Management Team noted the Correspondence Summary report, which had been circulated.</p> <p>Management Team agreed to review our policy and communication on correspondence.</p>	BH	
3.	Staff Handbook/Policy Review		
	<p>Management Team welcomed the work undertaken by the HR team and colleagues to review and update the staff handbook.</p> <p>Management Team approved the revisions to the staff handbook, pending clarification from HR on the following issues:</p> <ul style="list-style-type: none"> <li>• <b>Internet and Social Network Policy (Page 7, Point 5)</b> <p>Management Team sought clarification on the basis for assuming that staff will have written entries unless they can prove definitively that they have not.</p> </li> <li>• <b>Disciplinary Action – (Page 7, Point 1)</b> <p>Clarification sought on the text which should be inserted here.</p> </li> <li>• <b>Work Related Functions &amp; Events (Page 9, Point 5)</b> <p>Management Team sought clarification on the statement in that it is "illegal for employees under the age of 18 to consume alcohol" and queried whether this should relate to the purchase rather than the consumption of alcohol.</p> </li> <li>• <b>Page 10 – Point 4</b></li> </ul>		

	<p>Management Team wished the deletion of the sentence “no alcohol is permitted at events organised on Audit Scotland premises”, leaving only the statement “alcohol may only be consumed at events organised on Audit Scotland premises with the expressed permission of a Director.”</p> <ul style="list-style-type: none"> <li>• <b>Smoking at Work (Page 14)</b></li> </ul> <p>Clarification was sought on the statement that “the restriction of smoking in company vehicles” applies to their use outside normal working hours as well as during working hours.”</p>		
<b>4.</b>	<b>NHS Intelligence Report</b>		
	<p>Management Team welcomed the report and thanked the team for their work on it.</p> <p>Following discussion it was agreed to recommend to Bob that some of the issues highlighted, from the visits to the Health Boards, would be the basis for discussion with the Accounts Commission about common issues and the possibility for joint work.</p>	<b>BB</b>	<b>Oct 2008</b>
<b>5.</b>	<b>Senior Audit Advisor – Job Evaluation</b>		
	<p>Management Team approved the grading of the Senior Audit Advisor at Grade E following the completion of the standard grading procedure.</p> <p>Management Team considered that the job title could perhaps be amended to better further reflect the improvement role of staff in the business improvement unit.</p>	<b>FK</b>	<b>Immediate</b>
<b>6.</b>	<b>Performance &amp; Financial Update – Q1 Report 2008/09</b>		
	<p>David Hanlon and Alex Devlin joined the meeting to introduce the report, which had been circulated on Quarter 1 Performance.</p> <p>David provided an overview of financial performance in the first quarter and Alex introduced the key issues from the Performance Report.</p> <p>Management Team discussed the monitoring of sickness recording through the Time Recording and Payroll Systems and noted the improvement since last year. However, Management Team also noted but the need to continue to emphasize to managers the importance of ensuring that paperwork is completed.</p> <p><b><i>Alex Devlin left the meeting</i></b></p>	<b>ALL</b>	<b>Immediate</b>

7.	<b>Efficiency and Best Value Strategy</b>		
	<p>Diane introduced the report on Efficiency and Best Value Strategy, which had been circulated.</p> <p>Following discussion, it was agreed that a lead person from each of the directorates should be involved in working with David Hanlon to identify, deliver and report on the achievement of efficiency targets.</p> <p>It was agreed that David Hanlon would lead this group with Angela Cullen and Bill Convery representing the main business groups and Lynn Bradley representing Audit Services until Bill's return to work.</p> <p>It was also agreed that the work of the group should include providing information and analysis to enable Management Team to allocate targets for efficiency savings across the business through the 2009/10 budget process.</p> <p>It was agreed that budgeting levels would begin at the levels that business groups would be required to make the case for budget allocations above levels of spend in the past two years, uplifted for price movements. It was agreed to consider how better to capture the cost of planned additional work and the opportunities to deliver efficiencies in deliver and that the group should develop an efficiency strategy following the model of the example attached as an annex.</p> <p>It was agreed that Diane would draft a note from Management Team to Directors and Assistant Directors setting out the basis for beginning their budgeting round and identifying efficiency savings this year.</p>	<p><b>DH/ACa/ BC/LB</b></p> <p><b>DMcG</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p>
8.	<b>Management Contingency Budget/EYF</b>		
	<p>David introduced a paper setting out the commitment made so far against both potential and year flexibility and management contingency funds.</p> <p>It was agreed to incorporate this schedule in the monthly Financial Reporting Management Team noted the current position.</p> <p style="text-align: center;"><i><b>David Hanlon left the meeting</b></i></p>		



<b>9.</b>	<b>Joint Audit Agencies Project – VFM Corporate Services</b>		
	<p>Management Team noted the report from the Director of Public Reporting – Local Government, which had been circulated and agreed to approve Audit Scotland’s continuing involvement in the VFM project for Corporate Services, as outlined in the paper and agreed to the secondment of a member of PRG staff to the project for two years beginning in July 2008 and the appointment of a replacement member for staff within PRG Local Government.</p> <p>Management Team invited the Director to consider whether there was the capacity to make a permanent rather than a temporary appointment given the number of temporary acting up roles in the directorate.</p>	<b>DP</b>	<b>Immediate</b>
<b>10.</b>	<b>Publications Assistant Temporary Post</b>		
	Management Team considered the paper from the Director of Corporate Services, which had been circulated and approved the temporary post of Publications Assistant for a fixed term contract of six months as outlined in the report, to support delivery of the publications programme.	<b>DMcG</b>	<b>Immediate</b>
<b>11.</b>	<b>AOB</b>		
<b>11.1</b>	<p><b><u>Corporate Plan – 2008 - 13</u></b></p> <p>Diane gave an update on progress with the Corporate Plan Consultation.</p>		
<b>12.</b>	<b>Date of Next Meeting</b>		
	<p>The date of the next <b>Management Team &amp; Directors</b> meetings will be held on:-</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 5 August at 09.30 hours</b> in the <b>Boardroom at 110GS</b></li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 5 AUGUST 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

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

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 29 July 2008, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Communications Digest – August Preview &amp; Team Brief</b>		
	James Gillies joined the meeting and introduce the Communications Digest, which had been circulated.  Management Team discussed the report and it was agreed that Diane would clarify the future dates for the SCPA meetings.  <i>James Gillies left the meeting</i>	<b>DMcG</b>	<b>Immediate</b>
<b>3.</b>	<b>Staff Conference</b>		
	Diane updated the group on the outlined costings, dates and venues for the Staff Conference. Diane will finalise dates and circulate a note to staff to get dates in diaries.  Management Team discussed potential possible speakers and colleagues were invited to forward speakers and topics to Diane as soon as possible.	<b>DMcG</b>	<b>Immediate</b>
<b>4.</b>	<b>Corporate Plan Update</b>		
	Diane updated Management Team on the web based consultation on corporate priorities which was currently ongoing.  Diane discussed developing a strategy map to underpin and provide a useful visual representation of strategy prior to drafting the corporate plan and meeting with the Accounts Commission. It was agreed that this should be progressed.	<b>DMcG</b>	<b>Immediate</b>

5.	<b>Scrutiny Update</b>		
	<p>Caroline introduced her scrutiny update paper, which had been circulated, and which set out the current thinking and issues in several areas, including developing best value, the Accounts Commission's role in coordinating scrutiny and the scrutiny improvement programme board and action group.</p> <p>Following discussion, it was agreed that Management Team would continue to consider the issues emerging from the scrutiny development, including the resources required, the need for legislative change and future relationships with other scrutiny bodies.</p> <p>The development of Best Value in Central Government and Health will be a key theme for the discussions with the Accounts Commission in October.</p>		
6.	<b>AOB</b>		
6.1	<p><b><u>Fee Strategy</u></b></p> <p>Russell updated Management Team on the development of the fee strategy, which would come back in detail to Management Team as part of the budget setting process.</p>	<b>RF</b>	<b>Ongoing</b>
6.2	<p><b><u>Corporate Management Meeting – 29 August</u></b></p> <p>It was agreed that Russell would lead the Corporate Management Forum on 29 August to focus on the stocktaking issues emerging from the budget process with David Hanlon.</p>		
7.	<b>Date of Next Meeting</b>		
	<p>A <b>Risk Management Workshop</b> will take place on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 12 August at 10.00hrs</b></li> </ul> <p>The date of the next <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 29 August at 09.30 hours</b></li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 19 AUGUST 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: David Hanlon joined the meeting for *Items 3 and 4*  
David Pia joined the meeting for *Item 7*

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 5 August 2008, which had been circulated, were agreed as an accurate record.		
<b>1a.</b>	<b>Staff Conference</b>		
	Diane outlined recent discussions on the staff conference and proposed that, on the basis of professional advice, the conference be moved to February 2009.		
<b>2.</b>	<b>Correspondence Summary</b>		
	Management Team noted the Correspondence Summary report, which had been circulated.		
<b>3.</b>	<b>Budget 2009 – 10</b>		
	David Hanlon joined the meeting and updated Management Team on the progress made to date on the SCPA Budget.  David tabled a paper outlining the progress made to date by business groups identifying efficiencies and set out plans to discuss the draft budget and fee strategy with the Corporate Management Forum on 29 August.	<b>DH</b>	<b>02.09.08</b>
<b>4.</b>	<b>EYF Proposal</b>		
	David tabled a draft paper on EYF which was discussed. A paper will follow to Management Team as part of the budget process.  <i>David Hanlon left the meeting</i>	<b>DH</b>	<b>02.09.08</b>
<b>5.</b>	<b>Web Officer Post</b>		
	Diane introduced a paper by the Communications Manager, which had been circulated and recommended that the vacant post be advertised on a permanent basis.	<b>DMcG</b>	<b>Immediate</b>

	<p>Diane explained that the proposal had no cost implications, but would enable Audit Scotland to attract the best range of candidates pending the communications review.</p> <p>Management Team agreed to advertise the post on a permanent basis.</p>		
<b>6.</b>	<b>Business Continuity Plan</b>		
	Diane introduced the Business Continuity Plan update paper which had been circulated. Management Team welcomed the update and noted the actions detailed in the report.		
<b>7.</b>	<b>PRG - BV Assistant Directors</b>		
	<p>David Pia introduced a paper recommending that Management Team consider and approve arrangements for the Best Value Assistant Directors post in the Public Reporting Group Local Government.</p> <p>A confidential minute of this item has been taken as it relates to individuals.</p> <p style="text-align: center;"><i>David Pia left the meeting</i></p>	<b>DP</b>	<b>Sept 2008</b>
<b>8.</b>	<b>Internal Audit Reports</b>		
	This item was deferred to the next Management Team meeting which will be held on 2 September.	<b>DMcG</b>	<b>02.09.08</b>
<b>9.</b>	<b>Meeting Note: JB/CG/CCoull</b>		
	It was agreed to arrange a separate meeting to discuss this item.	<b>CCoull</b>	<b>Immediate</b>
<b>10.</b>	<b>AOB</b>		
	None		
<b>11.</b>	<b>Date of Next Meeting</b>		
	<p>The date of the next <b>Corporate Management Forum</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 29 August at 09.30 hours</b></li> </ul> <p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 2 September at 09.30hrs</b></li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 2 SEPTEMBER 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Barbara Hurst, Fiona Kordiak, Lynn Bradley, David Blattman,  
Mike Curtis (QCG) and Laura Heathcock (QCG) joined the meeting for  
**Item 2**  
David Hanlon joined the meeting for **Item 5**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 19 August 2008, which had been circulated, were agreed as an accurate record.		
2.	Reward Project		
	<p>Lynn Bradley introduced her paper as Chair of the Reward Steering Group, which had been circulated.</p> <p>Lynn outlined the work of the Steering Group, the role of the Consultants and the consideration of reward models undertaken by the Steering Group.</p> <p>Lynn tabled a summary of the key pay system principles which Management Team considered. Following discussion, it was agreed that all the models outlined should be presented in a report to the remuneration Committee for their reflection and further discussion.</p> <p>Management Team thanked Lynn, the Steering Group and the team supporting the reward project for the progress that had been made and the quality of analysis provided to Management Team.</p> <p>It was agreed that QCG would make available their costing models for Russell and David Hanlon to review prior to the Remuneration Committee meeting on the 16 September 2008.</p> <p><b><i>Barbara Hurst, Fiona Kordiak, Lynn Bradley, David Blattman, Mike Curtis) and Laura Heathcock left the meeting</i></b></p>		
3.	Communications Digest – September Preview & Team Brief		
	Management Team noted the report, which had been circulated.		

<b>4.</b>	<b>Business Continuity Plan – Update</b>		
	Management Team noted the amendments to the Business Continuity Plan and agreed to present it to the next Board meeting for approval.	<b>DMcG</b>	<b>16.09.08</b>
<b>5.</b>	<b>SCPA Budget</b>		
	<p>David Hanlon joined the meeting and presented his paper with initial considerations of the 2009/10 budget.</p> <p>Following discussion, it was agreed to arrange a further meeting with Caroline and her directors to consider the scope for further reductions to be made against key budget headings in order to deliver our efficiency target of 2%.</p> <p>Diane agreed to meet with David Blattman to discuss the training and recruitment budget and the scope to deliver further efficiencies.</p> <p>It was agreed that a further paper would be delivered to Management Team next week.</p>	<b>DH</b>	<b>16.09.08</b>
<b>6.</b>	<b>Internal Audit Reports</b>		
	<p>The Internal Audit Reports, which had been circulated at the 19 August meeting were approved and noted by Management Team.</p> <p>The reports were:-</p> <ul style="list-style-type: none"> <li>• Absence Management</li> <li>• Workforce &amp; Succession Planning</li> <li>• TRS &amp; Business Planning.</li> </ul>		
<b>7.</b>	<b>Corporate Management Forum held on 29.08.08 – Update</b>		
	Russell provided a verbal update on the discussions at the recent Corporate Management Forum.		
<b>8.</b>	<b>Risk Management Workshop held on 12.08.08 – Update</b>		
	This item was deferred to the next Management Team meeting.	<b>DMcG</b>	<b>09.09.08</b>
<b>9.</b>	<b>Management Team Meeting – 2009 Dates</b>		
	The meeting dates were noted.		

10.	<b>AOB</b>		
	None		
11.	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 9 September at 09.30 hrs</b></li> </ul> <p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 9 SEPTEMBER 2008

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith

Apologies: None

In Attendance: Lynn Bradley and Alastair Swarbrick joined the meeting for *Item 2*  
 David Hanlon joined the meeting for *Item 3*

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the previous meeting of 2 September 2008, which had been circulated, were agreed as an accurate record.</p> <p>The confidential minute of 19 August 2008 was tabled and was agreed.</p>		
2.	Best Value Review of Resources		
	<p>Lynn Bradley and Alastair Swarbrick introduced the paper on the Best Value Review Use of Resources, which had been circulated.</p> <p>Management Team welcomed the report and the detailed analysis and proposal for actions detailed in the report.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• Work on establishing the cost and resource requirements of achieving the minimum core requirements of an ISA and Code Compliant Audit would be progressed and the potential for improve efficiency by improving productivity and increase productivity expectations would be assessed and reported back to Management Team.</li> <li>• Proposals for changes to working practice should take into account the corporate requirement to promote sustainable ways for working and to reduce Audit Scotland's carbon footprint.</li> </ul> <p>Management Team welcomed the action plan and it was agreed that progress should be reported back quarterly to Management Team.</p> <p><b><i>Lynn Bradley and Alastair Swarbrick left the meeting</i></b></p>	<p>LB/AS</p> <p>LB/AS</p> <p>LB/AS</p>	<p>DEC 2008</p> <p>IMMEDIATE</p> <p>WITH THE QUALITY PERFORMANCE REPORTS</p>

3.	<b>SCPA Budget</b>		
	<p>David Hanlon joined the meeting and introduced his paper, which had been circulated.</p> <p>Management Team reviewed the latest iteration of the budget and it was agreed that, subject to further discussion on the fee efficiencies achieved through the structure of the remuneration to auditors, the cost of corporate training, reward and competency and the assessment of the use of EYF, the budget proposed to the Board should recommend fee increases of 2.5% plus the cost of IFRS.</p> <p>David and Russell agreed to prepare detailed papers for presentation to the Audit Scotland Board.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>	<b>DH</b>	<b>16.09.08</b>
4.	<b>Scrutiny Review</b>		
	Caroline introduced her paper updating Management Team on the Scrutiny Review. Management Team welcomed the update and noted the contents of the report.		
5.	<b>Risk Management Workshop held on 12 August – Update</b>		
	Russell introduced his revised risk strategy and risk register papers, which had been circulated and following discussion it was agreed to progress these to the Audit Committee for approval.	<b>RF</b>	<b>16.09.08</b>
6.	<b>Fees &amp; Charges VFM</b>		
	Russell introduced discussion on progress against the external auditor's report on Fee and Charges. Management Team noted the progress that had been made and the likely timescales for audit.		
7.	<b>Environmental / Sustainability</b>		
	<p>Diane introduced the papers on Environmental Strategy and Target, Carbon Footprint and Green Guidance Note 5: Air Travel, which had been circulated.</p> <p>Management Team welcomed the work of the Environmental Group in revising the strategy and targets and approved the new approach and targets set out in the paper.</p> <p>Following discussion of Audit Scotland's Carbon Footprint, it was agreed to adopt this way of measuring and reporting Audit Scotland's environmental impact to set the target of reducing the Carbon Footprint as outlined in the report. Management Team also agreed to further refinement of the measure of our Carbon Footprint.</p>	<b>DMcG</b>	<b>IMMEDIATE</b>

	<p>Management Team approved Green Guidance Note 5, which set a target to reduce air travel by 10%, subject to some drafting amendments to recognise that there is a time benefit to air travel and a time cost to some of the other methods of travel.</p> <p>Following discussion, it was agreed that Audit Scotland's submission on travel plans to the Scottish Government would be based on the agreed strategies accepted above.</p>	<b>DMcG</b>	<b>IMMEDIATE</b>
<b>8.</b>	<b>FOI Update</b>		
	Management Team noted the decision outlined in the paper, which had been circulated and requested a further update once the Information Commissioner's Office had considered its view.		
<b>10.</b>	<b>AOB</b>		
<b>10.1</b>	<p><b><u>Reward Strategy &amp; Competencies</u></b></p> <p>Diane tabled a paper outlining the process for reviewing the Reward Strategy and Competencies for Fixed Point Salary Group members. This paper will be presented to the Remuneration Committee of the Board for approval.</p>	<b>DMcG</b>	<b>16.09.08</b>
<b>11.</b>	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 16 September at 14.00 hrs</b></li> </ul> <p>The next <b>Management Team &amp; Directors</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 26 September at 09.30hrs in the Boardroom at 110GS</b></li> </ul> <p><b>Apologies:</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 16 SEPTEMBER 2008

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith

Apologies: None

In Attendance: David Hanlon joined the meeting for **Item 2**  
 Barbara Hurst and Fiona Kordiak joined the meeting for **Items 4 & 5**  
 Gordon Smail joined the meeting for **Item 6**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 9 September 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>SCPA Budget</b>		
	David Hanlon joined the meeting and introduced the updated paper on the 2009/10 budget and EYF proposals, which had been circulated. David detailed the discussions undertaken with business groups to refine the budgeting assumptions further.  Following discussion, Management Team agreed to present the detailed budget proposals to the Board.  <i>David Hanlon left the meeting</i>	RF	Immediate
3.	<b>Correspondence Summary</b>		
	Management Team noted the contents of the Correspondence Summary report, which had been circulated.		
4.	<b>Central Government Intelligence Report</b>		
	Barbara Hurst and Fiona Kordiak joined the meeting and introduced their report, which had been circulated.  Following discussion, Management Team welcomed the report and agreed to give further feedback to Barbara and Fiona on which typed of policy papers would be welcomed to reduce the range of issues dealt with in the Central Government Intelligence Report.	ALL	Immediate
5.	<b>Best Value in the NHS &amp; Central Government</b>		
	Barbara Hurst and Fiona Kordiak introduced their report on BV in the NHS & Central Government, which had been circulated.		

	<p>It was agreed to introduce an outline of the proposals in the forthcoming meeting with the Director General of the Health Department, in Parliament to discuss the use of the annual audit report in reviews.</p> <p><b><i>Barbara Hurst and Fiona Kordiak left the meeting</i></b></p>		
<b>6.</b>	<b>Local Government Intelligence Report</b>		
	This item was deferred to the next Management Team meeting which will be held on 30 September 2008.	<b>DMcG</b>	<b>30.09.08</b>
<b>7.</b>	<b>AOB</b>		
<b>7.1</b>	<p><b><u>SCPA</u></b></p> <p>Management Team discussed the forthcoming evidence sessions being held by the SCPA on Audit Scotland, Corporate Governance and arrangements for the Board, Audit Committee and Remuneration Committee meetings.</p>		
<b>8.</b>	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Team &amp; Directors</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 26 September at 09.30hrs in the Boardroom at 110GS</b></li> </ul> <p>The next Management Team meeting will be held on</p> <ul style="list-style-type: none"> <li>• Tuesday, 30 September at 09.30hrs</li> </ul> <p><b>Apologies:</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 30 SEPTEMBER 2008

Present: Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: Bob Black

In Attendance: Lorna Meahan and Alex Devlin joined the meeting for **Item 2**  
David Pia joined the meeting for **Items 3 & 4**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 16 September 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>International Update</b>		
	<p>Lorna Meahan and Alex Devlin introduced their report on international business, which had been previously circulated.</p> <p>Lorna updated the group on the cost recovery issues identified in the report, and the consideration being given to recovering preparation time for international work more consistently. Management Team welcomed the report and thanked the team for their work</p> <p><b><i>Lorna Meahan and Alex Devlin left the meeting</i></b></p>		
3.	<b>Best Value in Central Government &amp; Health</b>		
	David Pia joined the meeting and introduced the BV in Central Government & Health Report. The paper, which had been circulated, had been noted.		
4.	<b>Local Government Intelligence Report</b>		
	<p>David Pia introduced the Local Government Intelligence Report, which had been circulated.</p> <p>Management Team discussed various issues arising from the update, including matters arising in meeting the Accounts Commission deadline for signing accounts. Diane relayed Bob's apologies to the team, and his ongoing appreciation of the intelligence report.</p> <p><b><i>David Pia left the meeting</i></b></p>		

5.	<b>SCPA</b>		
	Management Team discussed the forthcoming evidence session with the SCPA.		
6.	<b>AOB</b>		
6.1	<p><b><u>Management Team &amp; Directors Meeting – 06.10.08</u></b></p> <p>Diane updated the group on preparation for the Management Team and Directors meeting on 6 October.</p>		
7.	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 7 October at 09.30hrs</b></li> </ul> <p><b>Apologies: None</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 7 OCTOBER 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 30 September 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest &amp; Team Brief – October Preview</b>		
	James Gillies joined the meeting to introduce the Communications Digest report for October together with the Team Brief, which had been circulated. Management Team discussed the content of the reports, and approved the team brief  <i>James Gillies left the meeting</i>		
3.	<b>SCPA – Next Steps</b>		
	Management Team discussed the recent SCPA sessions and agreed to ask Catherine to arrange a session with the Board to discuss further the issues raised.	<b>DMcG CC</b>	<b>Immediate</b>
4.	<b>AOB</b>		
	Management Team reflected on the recent away-day and the agreed new arrangements for meetings of the management group, comprising of Management Team and Directors.		
5.	<b>Date of the Next Meeting</b>		
	The next Management Team meeting will be held on  • <b>Tuesday, 14 October at 09.30hrs</b>  <b>Apologies: None</b>  <b>Please send apologies to Caroline Cockburn x1606</b>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 14 OCTOBER 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 7 October 2008, which had been circulated, were agreed as an accurate record.		
2.	HR Resources		
	<p>David Blattman introduced his paper on HR Resourcing, which had been circulated.</p> <p>Following discussion, it was agreed to approve the additional resourcing, pending further clarification about the implications for the 2009/10 budget.</p> <p>It was agreed that Diane would clarify the budgetary implications by email.</p>	DMcG	Immediate
3.	HR Budget Update		
	<p>David Blattman introduced his paper on the HR recruitment and selection budget, which had been circulated.</p> <p>David outlined the pressures on the budget and the proposals to secure funding from business groups for the recruitment campaign for the remainder of the year.</p> <p>Management Team discussed the ongoing Best Value of Recruitment and Selection and David provided a brief update on this project which is scheduled to report to Management Team in January 2009.</p> <p>Management Team approved the proposals in the paper, as a temporary measure.</p> <p style="text-align: center;"><b>David Blattman left the meeting</b></p>		

--	--	--	--

<b>4.</b>	<b>Freedom of Information – Update</b>		
	<p>Diane introduced the paper on Freedom of Information issues, which had been circulated.</p> <p>Following discussion, Management Team welcomed the update and agreed that we should seek clarification from the Office of the Scottish Information Commissioner on the intended meaning of the clauses discussed.</p> <p>Management Team welcomed the continuing engagement with the Office of the Scottish Information Commissioner on this issue.</p>	<b>DMcG MG</b>	<b>Ongoing</b>
<b>4.</b>	<b>AOB</b>		
<b>4.1</b>	<b><u>Scottish Futures Trust</u></b>	<b>BB/ RF</b>	<b>Immediate</b>
	Bob updated Management Team on recent discussions about the audit arrangements about the Scottish Futures Trust and it was agreed that he and Russell would take forward discussions on this matter.		
<b>4.2</b>	<b><u>Ronnie Cleland – Induction</u></b>		
	The induction arrangements for Ronnie Cleland were discussed. Diane had circulated an outlined schedule prior to the meeting.		
<b>4.3</b>	<b><u>SCPA Report</u></b>	<b>DMcG CC</b>	<b>Immediate</b>
	Management Team discussed the recent SCPA report and it was agreed that this should be discussed at a full Board meeting at the earliest opportunity and that there will be future discussions following feedback from the Accounts Commission after its meeting on 15 October.		
<b>4.4</b>	<b><u>Audit Scotland’s Corporate Priorities</u></b>		
	Management Team discussed the presentation on Audit Scotland’s Corporate Priorities to the Accounts Commission and how the finalisation of the Corporate Plan would be taken forward.		
<b>5.</b>	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 21 October at 09.30hrs</b></li> </ul> <p><b>Apologies: None</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 21 OCTOBER 2008

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

In Attendance: Dave McConnell and Nick Hex joined the meeting for **Item 3**

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the previous meeting of 14 October 2008, which had been circulated, were agreed as an accurate record.</p> <p>The budgetary implications of the HR Resources paper had now been clarified and it was confirmed that the 2009/10 budget had included the relevant cover. The additional resourcing was therefore approved.</p>		
2.	<b>Correspondence Summary</b>		
	<p>The Correspondence Summary report to 14th October was discussed and noted.</p>		
3.	<b>NHS Intelligence Report</b>		
	<p>Dave McConnell and Nick Hex introduced the NHS Intelligence report noting that the timing of the report had co-incided with the drafting of the NHS Overview report and that the main issues arising were also covered in that report.</p> <p>MT discussed the report noting the overview report issues and other developments. Bob Black asked for further briefing on the outcome of the initial BV toolkit on Financial management.</p> <p>MT thanked Dave, Nick and all those who had contributed to a very informative report.</p> <p style="text-align: center;"><b><i>Dave &amp; Nick left the meeting</i></b></p>	<b>Dave McConnell/ Nick Hex</b>	<b>Immediate</b>

<b>4.</b>	<b>SCPA</b>		
	<p>Russell updated MT on progress in preparing for the SCPA evidence session on 5<sup>th</sup> November which would cover the annual accounts for 2007/08, the Autumn Budget Revision for 2008/09 and the Budget for 2009/10.</p> <p>MT also discussed an e-mail from the SCPA clerk regarding the recent Sunday Herald article on travel and agreed that it would be helpful to provide a response.</p>	<p><b>DMcG/ RF</b></p> <p><b>RWB/ RF</b></p>	<p><b>Ongoing</b></p> <p><b>29 October</b></p>
<b>5.</b>	<b>Commission on Scottish Devolution</b>		
	<p>MT discussed a note about the Commission and agreed that it might be appropriate to make a submission on a limited number of issues but that many of the questions being asked by the Commission were matters of policy or politics.</p> <p>It was agreed that clarification should be sought from the Commission of the areas where they were seeking a contribution from Audit Scotland.</p>	<b>James Gillies</b>	
<b>6.</b>	<b>Staff Conference 2009</b>		
	Diane had circulated a note to the Management Group requesting views on options. It was noted that responses so far favoured a two day event in spring 2009 and agreed that Diane and Lynn should take forward the setting of a date based on all responses.	<b>DMcG</b>	<b>Ongoing</b>
<b>7.</b>	<b>AOB</b>		
	There was no AOB		
<b>5.</b>	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 4 November at 09.30hrs</b></li> </ul> <p>The next Corporate Management Forum will be on</p> <ul style="list-style-type: none"> <li>• <b>Friday, 31 October</b></li> </ul> <p><b>Apologies: None</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 4 NOVEMBER 2008

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 previous meeting of 21 October 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest &amp; Team Brief – November Preview</b>		
	James Gillies joined the meeting and introduced the Communications Digest & Team Brief, which had been circulated.  Management Team welcomed the report and approved the Team Brief.  <i>James Gillies left the meeting</i>		
3.	<b>Q2 Performance</b>		
	Management Team noted the report, which had been circulated.  Management Team noted progress against the corporate performance indicators, but it was agreed that Directors would be asked to stress again the importance of the completion of timesheets by teams and that Management Team would review progress on this at the Q3 performance monitoring report.	All	Jan 2009
4.	<b>Quality Appraisal</b>		
	Russell introduced his paper on Quality Appraisal for the Public Audit Forum, which had been circulated.  Following discussion, it was agreed that Russell should revise the section on performance audit and also link the suggested creation of an international performance auditing institute to the discussion to seek the Public Audit Form's views.	RF	Immediate
5.	<b>SCPA (Meeting 5 November 2008)</b>		
	The Management Team reviewed the forthcoming SCPA meeting and the preparation for it.		

<b>6.</b>	<b>AOB</b>		
<b>6.1</b>	<p><b><u>Ronnie Cleland – Induction Programme</u></b></p> <p>Diane updated Management Team on Ronnie Cleland's induction programme.</p>		
<b>6.2</b>	<p><b><u>Management Team Group</u></b></p> <p>Diane tabled the draft agenda for the Management Team Group meeting on Thursday, 13 November and it was agreed that the agenda should include, BV2 improvement and support</p>		
<b>6.3</b>	<p><b><u>Reward Project</u></b></p> <p>Diane updated the team on the opening of the negotiations with PCS on the new reward package.</p>		
<b>7.</b>	<b>Date of the Next Meeting</b>		
	<p>The first <b>Management Team Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Thursday, 13 November at 14.00 hrs</b></li> </ul> <p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 18 November at 09.30 hrs</b></li> </ul> <p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 18 NOVEMBER 2008

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: David Pia and Gordon Smail joined the meeting for *Item 6*  
Allan Davie joined the meeting for *Item 9*  
David Hanlon joined the meeting for *Item 10*

1.	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
1.1	The minutes of the previous meeting of 4 November 2008, which had been circulated, were agreed as an accurate record.		
1.2	<p><b><u>Management Group</u></b></p> <p>It was noted that the title for the Management Team plus Directors is “Management Group”, rather than “Management Team Group”.</p>		
1.3	<p><b><u>Management Group Meeting – 13 November</u></b></p> <p>Management Team reviewed the meeting on the 13 November and it was agreed that the meeting had made a positive start in discussing the significant issues for the business.</p>		
1.4	<p><b><u>Reward Project</u></b></p> <p>Diane updated Management Team on PCS’s response to the opening offer on the reward package and outlined the communication strategy with all staff.</p>		
2.	<b>Executive Assistant Grade</b>		
	<p>Caroline introduced the report on the Executive Assistant Grading, which had been circulated.</p> <p>Following discussion it was agreed to approve the grading, so that recruitment to the permanent position can proceed.</p> <p>It was agreed that Diane would co-ordinate an indication and updating of the job descriptions of the Executive Assistants.</p>	<b>DMcG</b>	<b>Immediate</b>
3.	<b>Performance &amp; Financial Update Quarter Two Report 2008/09</b>		
	David Hanlon joined the group and introduced the Quarter Two Report, which had been available to Management Team but not discussed at the previous meeting because of David’s absence.		



	<p>David introduced the summary of results outlining Audit Scotland's net operating costs for the six months to September 2008. He explained that the main reasons for the variance from the phased budget were:</p> <ul style="list-style-type: none"> <li>• Lower levels of income than phased, which was a timing issue</li> <li>• Higher levels of spending on agency accommodation costs and consulting fees.</li> </ul> <p>David outlined the position in relation to the November figures which were being circulated later that day and showed no major change.</p> <p>David outlined the work currently being undertaken on forecasting and the plans to engage with business groups before reporting back to Management Team.</p> <p>David also outlined some of the work being undertaken to revise work in progress figures and Russell commented on recent discussions between himself and the Audit Services Group Directors on debtor alignment on end of quarter end of progress calculations.</p> <p>Diane outlined the likely timescale for the SCPA to report, which may be as early as Friday, 21 November.</p> <p>Management Team noted the report and the underlying trends on expenditure and income.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>4.</b>	<b>Cabinet Dialogue Event – 26.11.08</b>		
	The invitation to the Cabinet Dialogue Event was discussed. Because of the clash with the Parliament Audit Committee, it was agreed that Caroline would attend the Event and that Bob would attend the Audit Committee.		
<b>5.</b>	<b>Correspondence Summary</b>		
	The Correspondence Summary, which had been circulated, was noted.		
<b>6.</b>	<b>Local Government Intelligence Report</b>		
	<p>David Pia and Gordon Smail joined the meeting and introduced the Local Government Intelligence Report, which has been circulated.</p> <p>There was discussion of the papers being presented to the forthcoming Financial Audit &amp; Assurance Committee of the</p>		

	Accounts Commission, and a discussion of the pressures in Local Government spending.  <i>David Pia &amp; Gordon Smail left the meeting</i>		
<b>7.</b>	<b>Staff Handbook Review</b>		
	The papers updating the revisions to the Staff Handbook, which had been circulated were discussed and agreed.		
<b>8.</b>	<b>HR &amp; Payroll Systems Replacement</b>		
	Allan Davie and David Hanlon introduced this paper, which had been circulated.  Following discussion, it was agreed to approve the purchase of the CIPHR package which would give us our indentified business benefit and enable Audit Scotland's payroll and HR systems to further develop.  <i>David Hanlon and Allan Davie left the meeting</i>		
<b>9.</b>	<b>Off Site Storage Contract</b>		
	David Hanlon introduced a paper on the Off Site Storage Contract, which had been retendered.  Russell declared an interest as he had a personal acquaintance with the Director of the business concerned but no business or financial relationship.  Following discussion the recommendations in the paper were agreed, including the awarding of a four year contract.  Management Team welcomed the work which had been done to further reduce costs and improve efficiency in this area.  <i>David Hanlon left the meeting</i>		
<b>10.</b>	<b>AOB</b>		
<b>10.1</b>	<b><u>Freedom of Information Invite</u></b>  Russell is able to attend the FOI Reference Group in Caroline's place.		
<b>10.2</b>	<b><u>Audit Scotland Board - Agenda 19 November 2008</u></b>  The Audit Scotland Board agenda was discussed.		
<b>11.</b>	<b>Date of the Next Meeting</b>		
	The next Management Team meeting will be held on:  • <b>Tuesday, 25 November at 08.45 – 10.30hrs</b>		

	<b>Apologies</b> Please send apologies to Caroline Cockburn x1606		
--	--	--	--

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 25 NOVEMBER 2008

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith

Apologies: None

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
<b>1.1</b>	The minutes of the previous meeting of 18 November 2008, which had been circulated, were agreed as an accurate record.		
<b>1.2</b>	<b>Matters Arising</b>		
	Diane updated Management Team on recent negotiations with the Trade Union and meetings with staff on the proposed reward package.		
<b>2.</b>	<b>Corporate Plan Timetable and Results of Staff Consultations</b>		
	<p>Diane introduced her report setting out the timetable for presenting the Corporate Plan to Management Team and the Audit Scotland Board for approval and a summary of feedback from the staff consultation on the corporate priorities for Audit Scotland.</p> <p>Management Team noted the contents of the report and the plans. It was agreed to discuss the staff survey report at Management Group meeting in December.</p> <p style="text-align: center;"><b><i>Russell Frith left the meeting</i></b></p>	<b>ALL</b>	<b>02.12.08</b>
<b>3.</b>	<b>Joint Statement on Principles of Public Audit – Accounts Commission Paper</b>		
	<p>Following discussion, it was agreed that Diane would prepare a draft of the Joint Statement on Principles of Public Audit for discussion at next week's Management Team.</p> <p>Caroline introduced discussion about the arrangements for revising the protocol between Audit Scotland, the Auditor General for Scotland and the Accounts Commission for Scotland and it was agreed that a small group would lead this work with the objective of reporting back to the Commission in January/February 2009.</p>	<b>DMcG</b>	<b>02.12.08</b>
		<b>CG</b>	<b>Jan/Feb 09</b>

<b>4.</b>	<b>SCPA Report</b>		
	Management Team agreed to prepare an outline, of the issues to cover before responding to the SCPA, for discussion at the Audit Scotland Board meeting on 9 December. Diane agreed to draft a first outline of this response.	<b>DMcG</b>	<b>Immediate</b>
<b>5.</b>	<b>Staff Conference - Update</b>		
	Following discussion, it was agreed to revisit the ways in which the staff conference could evolve into a series of events during the course of the year to bring different groups of staff together.  Diane agreed report back in the new year.	<b>DMcG</b>	<b>13.01.09</b>
<b>6.</b>	<b>AOB</b>		
<b>6.1</b>	There was no additional business.		
<b>7.</b>	<b>Date of the Next Meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 2 December at 09.30hrs</b></li> </ul> The next Management Group meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 16 December at 09.30hrs</b></li> </ul> <b>Apologies</b> <b>02.12.08      DP</b> <b>16.12.08      BH</b>  <b>Please send apologies to Caroline Cockburn x1606</b>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 2 DECEMBER 2008

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

Apologies: Caroline Gardner  
Barbara Hurst  
David Pia

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 18 November 2008, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Joint Statement on Principles of Public Audit in Scotland</b>		
	Diane introduced a paper on the Joint Statement on Principles of Public Audit in Scotland, which had been circulated  Management Team discussed the report and it was agreed that a revised report would be prepared for discussion at the Board meeting.	<b>DMcG</b>	<b>Immediate</b>
<b>3.</b>	<b>Corporate Plan 2008 - 2013</b>		
	Diane introduced a report on the Corporate Plan, which had been circulated, for Management Team's comment and approval.  Management Team approved the report which will now be presented to the Audit Scotland Board on 9 December 2008.		
<b>4.</b>	<b>Audit Scotland's Annual Disability Equality Report</b>		
	Diane introduced a paper on the Audit Scotland's Annual Disability Equality Report, which had been circulated.  Management Team approved the report which will now be presented to the Audit Scotland Board on 9 December 2008.		

<b>5.</b>	<b>Draft Agenda for the Audit Scotland Board</b>		
	Management Team noted the draft agenda and discussed the topics which would be presented at the next Audit Scotland Board (9 December 2008).		
<b>6.</b>	<b>Communications Digest &amp; Team Brief</b>		
	The Communications Digest & Team Brief, which had been circulated, were approved.		
<b>7.</b>	<b>AOB</b>		
	There was no additional business.		
<b>8.</b>	<b>Date of the Next Meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Thursday, 8 January at 12.00 hrs</b></li> </ul> <p><b>Apologies    None</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		