



# **MINUTES OF MANAGEMENT TEAM MEETINGS**

**2009**

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 8 JANUARY 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In attendance: James Gillies joined the meeting for *Item 2*  
Allan Davie joined the meeting for *Item 5*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 2 December 2008, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – January Preview</b>		
	James Gillies joined the meeting and introduced the Communications Digest, which had been circulated. James tabled copies of the publication schedule for the next three months.  Management Team welcomed the report.		
3.	<b>Communications Staff Consolidation</b>		
	A confidential minute details the discussions.  <i>James Gillies left the meeting</i>		
4.	<b>Audit Scotland's Response to the SCPA</b>		
	Diane introduced a draft response to the SCPA, which had previously been circulated.  Following discussion, it was agreed that Diane would update the draft and circulate to Board members.	<b>DMcG</b>	<b>Immediate</b>

5.	<b>Draft – Desktop Replacement Programme</b>		
	<p>Allan Davie joined the meeting to introduce the Desktop Replacement Programme report, which had previously been circulated.</p> <p>Diane explained that the paper was being presented in advance of the TMG meeting on Monday, 12 January, to familiarise in Management Team with the issues so that approval could be sought by correspondence following the TMG next week.</p> <p>Bob and Caroline agreed with the proposals for seeking formal approval and their desire that the overall package should seek to increase the use of Thin Client where possible, because of the organisational cost and environmental benefits.</p> <p style="text-align: center;"><i><b>Allan Davie left the meeting Caroline Gardner left the meeting</b></i></p>	<b>DMcG</b>	<b>12.01.08</b>
6.	<b>Wales Audit Office Conference: 20 May 2009</b>		
	Diane and Bob expressed an interest.		
7.	<b>Management Team – Forward Planning</b>		
	The agenda for the forthcoming Management Group was discussed.		
8.	<b>AOB</b>		
	There was no other business		
9.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Group</b> meeting</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 13 January at 09.30</b> and will be held in the <b>Boardroom</b> at <b>Osborne House</b></li> </ul> <p>The next two <b>Management Team</b> meetings will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Wednesday, 21 January</b> at <b>14.00hrs</b> and will be held in the <b>6<sup>th</sup> Floor Meeting Room</b> at <b>18GS</b></li> <li>• <b>Tuesday, 27 January</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General’s office</b></li> </ul> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 21 JANUARY 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In attendance: Dr Lesley Garrick, Andrew Lopianowski, HayGroup and  
David Blattman joined the meeting for **Item 2**  
Allan Davie joined the meeting for **Items 3 & 4**

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 8 January 2009, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Reward Project – Presentation by HayGroup</b>		
	<p>Lesley Garrick and Andrew Lopianowski facilitated a discussion with Management Team about the competency and reward project for the fixed-point salary group.</p> <p>Following discussion, Management Team:</p> <ul style="list-style-type: none"><li>• Noted that two focus groups were still to be completed</li><li>• Approved the adoption of leadership rather than performance competencies</li><li>• Agreed that Diane McGiffen should discuss with the Chair of the Remuneration Committee how to engage with them now that the project was underway.</li></ul>	DMcG	February 09
<b>3.</b>	<b>Business Support Officer</b>		
	Management Team approved the transfer of the business support officer resources and post from ASG to ISG and approved the fixed-term recruitment to the post. Management Team noted that during the period of the fixed-term contract, a corporate decision would have to be taken about contract support arrangements for project such as time recording.		

4.	<b>Desktop Replacement Programme</b>																							
	<p>Allan Davie tabled a revised paper which had been approved by TMG and set out the detail of the desktop replacement programme and sought approval to purchase the following equipment at the following cost:</p> <table data-bbox="347 436 1098 672"> <tr> <td>160 Laptops</td> <td>@ £745 each</td> <td>= £119,200</td> </tr> <tr> <td>166 Docking stations</td> <td></td> <td>= £ 13,382</td> </tr> <tr> <td>183 Thin Clients</td> <td>@ £230 each</td> <td>= £ 42,090</td> </tr> <tr> <td>100 Citrix Licences</td> <td>@ £235 each</td> <td>= £ 23,500</td> </tr> <tr> <td>1 Citrix Servers</td> <td>@ £2,000 each</td> <td>= £ 2,000</td> </tr> <tr> <td>229 Monitors</td> <td>@ £98 each</td> <td>= £ 22,385</td> </tr> <tr> <td><b>Total Cost</b></td> <td></td> <td><b>£222,032</b></td> </tr> </table> <p>Following discussion Management Team noted that:</p> <ul data-bbox="395 772 1098 1220" style="list-style-type: none"> <li>• The new portfolio of equipment reduced the overall number of laptops from 280 to 160, thereby generating efficiency in maintenance and support overtime</li> <li>• The priority given to reducing the weight of laptops meant that a more expensive model had been chosen and to accommodate this cost, the balance of laptops to thin clients had been shifted to 60/40, thereby reducing the number required by 18 and a further 7 had been reduced across the total of the organisation</li> <li>• Management Team approved the purchase as outlined in the paper.</li> </ul>	160 Laptops	@ £745 each	= £119,200	166 Docking stations		= £ 13,382	183 Thin Clients	@ £230 each	= £ 42,090	100 Citrix Licences	@ £235 each	= £ 23,500	1 Citrix Servers	@ £2,000 each	= £ 2,000	229 Monitors	@ £98 each	= £ 22,385	<b>Total Cost</b>		<b>£222,032</b>		
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<b>Total Cost</b>		<b>£222,032</b>																						
5.	<b>AOB</b>																							
	Diane updated the group on the recent discussions about the protocol between the SCPA and Audit Scotland.																							
6.	<b>Date of the Next Meeting</b>																							
	<p>The next <b>Management Team</b> meeting</p> <ul data-bbox="383 1590 1037 1668" style="list-style-type: none"> <li>• <b>Tuesday, 27 January at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>																							

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 27 JANUARY 2009

Present: Bob Black  
Russell Frith

Apologies: Caroline Gardner  
Diane McGiffen

In attendance: Jennie Mathieson joined the meeting for *Item 2*  
David Hanlon joined the meeting for *Item 8*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 21 January 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Maternity and Adoption Regulations</b>		
	<p>Jennie Mathieson explained recent changes in employment legislation and their potential impact on Audit Scotland.</p> <p>Following discussion Management Team:</p> <ul style="list-style-type: none"> <li>• Agreed to note the changes in rules relating to the accrual of holiday pay during maternity leave</li> <li>• Requested further information on the approach being adopted by other major public body employers in relation to childcare vouchers (to be reported back by way of a note)</li> </ul> <p style="text-align: center;"><b><i>Jennie Mathieson left the meeting</i></b></p>	<b>DMcG /JM</b>	<b>As soon as information available</b>
3.	<b>Internal audit reports</b>		
	<p>Management Team considered the following internal audit reports which would now be presented to the next Audit Committee meeting in February.</p> <ul style="list-style-type: none"> <li>• Project &amp; Quality Management</li> <li>• Key Financial Systems</li> <li>• Corporate Governance</li> <li>• Efficiency Strategy</li> </ul> <p>In relation to the Project &amp; Quality Management Report MT requested a briefing on the points in the report and in particular the elapsed time for projects.</p>	<b>CG/ BH</b>	<b>Before next Audit Scotland Audit Committee</b>
4.	<b>Correspondence Summary</b>		
	Management Team noted the January Correspondence Summary.		

<b>5.</b>	<b>Audit Strategy Restructuring</b>		
	Russell presented his paper outlining a number of proposed changes to staffing within Audit Strategy. Subject to any comments from absent MT colleagues by the end of the week the proposed changes were approved.	<b>CG/ DMcG</b>	<b>30 January</b>
<b>6.</b>	<b>Annual Report Plan</b>		
	Management Team noted the planned timetable and those nominations of ADs from ASG and PRG to the production team were requested.	<b>CG</b>	<b>6 February</b>
<b>7.</b>	<b>Management Group Agenda – March</b>		
	<p>Management Team discussed the areas to be covered on 10 March Management Group discussion on medium term business and financial planning. These include:</p> <ul style="list-style-type: none"> <li>• Implementation issues, resource implications and timescales arising from the ASG BV review</li> <li>• Funding model for BV2</li> <li>• Robust and well understood fee model that fits our business model in a climate of static or declining resources</li> <li>• Communication and dialogue with stakeholders and funders to achieve understanding and ownership of the model</li> <li>• Milestones and deadlines (budget planning, BV2 implementation planning, procurement planning)</li> </ul> <p>Business Groups are invited to prepare outline notes of the significant business/resource issues facing them over the next 2-3 years and how they might be addressed.</p> <p>Further discussion to be held at MT on 17 February.</p>	<b>CG/ RF/ DMcG</b>	<b>13 Feb</b>
<b>8.</b>	<b>AOB – Finance Report December</b>		
	<p>David Hanlon presented the Finance Report for the 9 months ended 31 December 2008. He reported that following the approval of the EYF requests budgets had been adjusted and that most areas were now reporting results at or near to those forecast.</p> <p>A remaining area of uncertainty is consultancy spend in local government and MT requested a note of the expected spend for the rest of the year by project/study.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>CG/ DP</b>	<b>6 February</b>

9.	<b>Date of the Next Meeting</b>		
	The next <b>Management Team</b> meeting <ul style="list-style-type: none"><li>• <b>Tuesday, 3 February at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li></ul> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 3 FEBRUARY 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: James Gillies attended for *item 2*  
David Hanlon attended for *item 3*  
David Blattman attended for *items 3 and 4.*  
Angela Cullen and Fraser McKinlay attended for *item 7.*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 27 January 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest and Team Brief – February Preview</b>		
	<p>James Gillies joined the meeting and introduced discussion on the February Communications' Digest and Team Brief, which had been circulated.</p> <p>MT discussed the contents of the report and reviewed the publication schedule for the next 12 months.</p> <p>MT noted the contents of the report.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting.</i></b></p>		
3.	<b>Lothian Pension Fund – Employer Contributions</b>		
	<p>David Hanlon and David Blattman joined the meeting for this item.</p> <p>David Hanlon introduced his paper, which had been circulated, and which set out the implications for Audit Scotland of the three yearly valuation of the Lothian Pension Fund.</p> <p>MT discussed the report and its implications and agreed to the recommendation set out in the report to pay the revised pension contributions at the following rates:</p> <p>2009/10 – 14.5% of salary plus £189,000 lump sum contribution 2010/11 – 14.5% of salary plus £269,000 lump sum contribution 2011/12 – 14.5% of salary plus £357,000 lump sum contribution.</p> <p>It was agreed that the additional costs would be met by rephrasing expenditure or our contingency allowance, and the issue would be detailed in the budgeting papers to be presented to the Board in March to approve the detail of the 2009/10 budget.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting.</i></b></p>		

<b>4.</b>	<b>New Reward Package – Progress Report</b>		
	<p>David Blattman introduced his paper updating management team on progress in negotiating a new reward package with PCS. Management Team discussed the progress to date, the timetable for completing negotiations and the options for the next steps.</p> <p>It was agreed to request a meeting of the Remuneration Committee in February.</p> <p style="text-align: center;"><i>David Blattman left the meeting.</i></p>		
<b>5.</b>	<b>Quarter 3 Performance Information Reports</b>		
	MT noted the contents of the report, and agreed to identify any further issues for discussion by correspondence.	<b>All</b>	
<b>6.</b>	<b>Annual Reporting Cycle</b>		
	<p>Diane introduced the paper detailing the timetable for producing the annual report and outlining the process for business group engagement with the process.</p> <p>Following discussion, MT agreed to:</p> <ul style="list-style-type: none"> <li>• Adopt the proposed planning timescale for the 2008-09 annual report</li> <li>• Identify any significant achievements during 2008-09 which should feature strongly in the annual report</li> <li>• Nominate an Assistant Director from ASG and PRG to join the annual report production team.</li> </ul>	<b>All</b>	<b>28/2/09</b>
<b>7.</b>	<b>Accounts Commission/Auditor General/Audit Scotland – Joint Framework</b>		
	<p>Angela Canning and Fraser McKinlay joined the meeting and introduced the draft framework for discussion.</p> <p>Amendments to the draft framework were agreed, and it was agreed that:</p> <ul style="list-style-type: none"> <li>• The revised framework would now be discussed with John Baillie</li> <li>• Once discussed with John, the framework would be discussed the with board of Audit Scotland</li> <li>• Diane would liaise with Angela to link the SCPA/Audit Scotland protocol to the document.</li> </ul>	<b>CG</b>         <b>DM</b>	<b>ASAP</b>
<b>8.</b>	<b>AOB</b>		
	There was no other business.		

<b>9.</b>	<b>Date of the Next Meeting</b>		
	<p>The next MT meeting is on Tuesday 17 February 2009 at 9.30 in the Auditor General's Office</p> <p>The next Management Group meeting is at 9.30 on Tuesday 10 February 2009 at 9.30 in the Boardroom at 110 George Street.</p> <p><b>Apologies</b></p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		



<b>5.</b>	<b>Corporate plan</b>		
	Diane provided an update on the launch of the corporate plan and the feedback from attendees at the recent round of meetings with colleagues to discuss the plan.		
<b>6.</b>	<b>Audit Scotland Audit Committee</b>		
	MT discussed the agenda for the forthcoming Audit Scotland Audit Committee.		
<b>7.</b>	<b>Corporate Management Forum agenda</b>		
	The agenda for the forthcoming Corporate Management Forum was discussed.		
<b>8.</b>	<b>AOB</b>		
	It was agreed that the meeting scheduled for 3 March would be rearranged.		
<b>9.</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>• Thursday 5 March 2009 at 2.30pm</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 5 MARCH 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: David Hanlon attended for **item 3**.  
Angela Canning and Tricia Meldrum attended for **item 4**.  
Mandy Gallacher attended for **items 7 and 8**.

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 17 February 2009, which had been circulated, were agreed as an accurate record.		
2.	Communications digest- March preview and team brief		
	<p>Diane introduced the communications digest and team brief, which had been prepared by the Communications manager, and which had been circulated.</p> <p>MT noted the contents of the report and approved the team brief, subject to updating the section on scrutiny co-ordination.</p>	DM	immediate
3.	Provisional Budget Estimate 2010-11		
	<p>David Hanlon joined the meeting and introduced his paper setting out initial estimates for the 2010-11 budget.</p> <p>MT discussed and agreed the assumptions set out in the paper and it was agreed to finalise the submission for the SCPA following the Management Group meeting on 10 March.</p> <p>MT reviewed the recent transfer of the payroll system and thanks David and the finance and IT team involved for their considerable efforts to ensure that the transfer of systems had gone smoothly.</p> <p style="text-align: center;"><b>David Hanlon left the meeting.</b></p>	DH	10 March 2009
4.	Impact reports		
	<p>Angela Canning and Tricia Meldrum joined the meeting, and introduced four impact reports, which had been circulated:</p> <ul style="list-style-type: none"> <li>• Overseas staff in the NHS – pre-employment checks</li> <li>• Primary care out of hours services</li> <li>• Review of managing long-term conditions</li> <li>• Review of palliative care services in Scotland.</li> </ul>		

	<p>Tricia set out the background to the development of impact reports and their place in the project management framework in ensuring that short and longer term impacts of our work were captured and reported. The system is now in place across all performance audit reports, and the reports are received by the Accounts Commission and Management Team.</p> <p>MT welcomed the reports and, following discussion it was agreed that:</p> <ul style="list-style-type: none"> <li>• The reports were a valuable means of following up our work</li> <li>• The reports, although still evolving, helped provide useful feedback to inform report writing and crafting recommendations</li> <li>• It was useful to see the balance of recommendations and impact against the impact framework</li> <li>• The reports should be published on the web site.</li> </ul> <p>It was agreed to develop new web pages focusing on impact and to post all impact reports to it for clients and stakeholders.</p>	<b>DM</b>	<b>April 2009</b>
<b>5.</b>	<b>Flexible working</b>		
	This paper was deferred to a future meeting.	<b>DM</b>	<b>tbc</b>
<b>6.</b>	<b>Reward project</b>		
	This paper was deferred to a future meeting when David Blattman and Lynn Bradley can both attend.	<b>DM</b>	<b>tbc</b>
<b>7.</b>	<b>Code of conduct</b>		
	<p>Mandy joined the meeting and introduced her paper, which had been circulated, about proposals to review and update the code of conduct for staff.</p> <p>Following discussion, the process detailed in the paper was approved.</p>		
<b>8.</b>	<b>Governance arrangements for data handling</b>		
	<p>Mandy introduced her paper, which had been circulated, and which:</p> <ul style="list-style-type: none"> <li>• Updated MT on the Scottish Government's review of data handling;</li> <li>• Set out proposals for managing data risks and improving data handling arrangements at Audit Scotland; and</li> <li>• Provided an overview of our information governance arrangements and other related items.</li> </ul> <p>Following discussion, the proposals set out in the paper were approved, specifically, that:</p> <ul style="list-style-type: none"> <li>• The Accountable Officer should assume the role set out in the Scottish Government guidance with overall responsibility for ensuring that information risks are assessed and mitigated to an appropriate level.</li> </ul>		

	<p>This links with the need to cover information risk explicitly in our Statement on Internal Control 2008/09</p> <ul style="list-style-type: none"> <li>• The Senior Information Risk Owner (SIRO) role should be assumed by the Director of Corporate Services</li> <li>• The Information Asset Owner roles should in principal be assumed by Assistant Directors, following further discussion about the extent of the role and training required. In Corporate Services and Audit Strategy, the roles should be assumed by senior managers.</li> <li>• A briefing paper should be prepared for the Audit Scotland Board to set out the role of boards and audit committees on handling information risk</li> <li>• The proposals for briefing sessions and training were approved.</li> </ul> <p>MT thanks Mandy for the papers.</p> <p style="text-align: center;"><b><i>Mandy Gallacher left the meeting.</i></b></p>		
<p><b>9.</b></p>	<p><b>AOB</b></p> <p><b>Management Group meeting</b>  MT discussed the papers that were being circulated in advance of the Management Group meeting on Fees and budgets.</p> <p><b>Quarterly update on scrutiny – response by the Cabinet Secretary for Finance and Sustainable Growth</b></p> <p>Caroline tabled a letter from the Cabinet Secretary for Finance and Sustainable Growth which had just been received and which set out the Cabinet Secretary’s expectations on shared risk assessments and reductions in scrutiny. The letter also confirmed plans to place local authority scrutiny bodies under a duty to co-operate in the forthcoming Public Services Reform (Scotland) Bill.</p> <p>MT noted the contents of the letter.</p>		
<p><b>10.</b></p>	<p><b>Date of next meeting</b></p>		
	<p>The next <b>Management Group</b> meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday 10 March 2009 at 9.30</b> in the <b>Conference Room at 18 George Street.</b></li> </ul> <p>The next <b>Management Team</b> meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday 17 March 2009 at 9.30</b> in the <b>Auditor General’s Office.</b></li> </ul>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 17 MARCH 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: David Pia joined the meeting for **items 4 and 5**.  
Fiona Mitchell-Knight and Gordon Smail joined the meeting for **item 4**.  
Fiona Kordiak and Nick Hex joined the meeting for **item 5**.  
Fraser McKinlay joined the meeting for **item 8**.

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	<p>The minutes of the meeting of 5 March 2009, which had been circulated, were agreed as an accurate record.</p> <p>It was agreed to identify opportunities to share further information internally about the progress of the scrutiny co-ordination work.</p>	James Gillies/ Nikki Bridle	Ongoing
<b>2.</b>	<b>Management Group note of meeting – 10 March 2009</b>		
	<p>The note of the meeting was discussed and it was agreed that, because of Easter holidays the Management Group meeting scheduled for 7 April, and the Management Team meeting scheduled for 14 April would be cancelled. A new date for a Management Group meeting in April would be sought.</p>	<b>DM</b>	<b>immediate</b>
<b>3.</b>	<b>Main grade staff reward project – formal offer to PCS</b>		
	<p>Diane introduced a paper which had been prepared by David Blattman and had been circulated, which summarised the formal offer to PCS and significant changes made since the opening offer. The detailed offer would be circulated for the next MT meeting.</p> <p>MT welcomed the progress that had been made and thanked all those involved in the negotiation process for their work in reaching this stage.</p>	<b>David Blattman</b>	<b>24 March 2009</b>

<b>4.</b>	<b>Local Government Intelligence report</b>		
	<p>David Pia, Gordon Smail and Fiona Mitchell-Knight joined the meeting and introduced the local government intelligence report, which had been circulated.</p> <p>MT discussed the financial impact of the recession on local authorities and other issues emerging from the report.</p> <p>MT thanked the team for the briefing.</p> <p style="text-align: center;"><b><i>Gordon Smail and Fiona Mitchell-Knight left the meeting.</i></b></p>		
<b>5.</b>	<b>Correspondence summary</b>		
	<p>David introduced the correspondence summary report, which had been circulated. MT noted the contents of the report.</p> <p style="text-align: center;"><b>David Pia left the meeting.</b></p>		
<b>6.</b>	<b>NHS intelligence report</b>		
	<p>Fiona Kordiak and Nick Hex joined the meeting and introduced the NHS intelligence report, which had been circulated.</p> <p>MT discussed the contents of the report and thanked the team for the briefing.</p> <p style="text-align: center;"><b><i>Fiona Kordiak and Nick Hex left the meeting.</i></b></p>		
<b>7.</b>	<b>Scheme of delegation</b>		
	<p>The revised scheme of delegation in the event of the incapacity of the Auditor General was discussed, and subject to agreed amendment, will be presented to the Board for approval.</p>	<b>CG</b>	<b>immediate</b>
<b>8.</b>	<b>Accounts Commission- Auditor General- Audit Scotland joint framework – revised draft.</b>		
	<p>Fraser McKinlay joined the meeting and introduced the revised draft of the joint framework, which had been circulated. The joint framework was discussed and, subject to agreed amendment, will be presented as a draft to the Board.</p>	<b>CG</b>	<b>immediate</b>

<b>9.</b>	<b>Board meeting 1 April 2009 – draft agenda</b>		
	The draft agenda for the forthcoming board meeting was discussed.		
<b>10.</b>	<b>Key performance questions and indicators</b>		
	Diane introduced the paper on key performance questions and indicators to support the new performance management framework for the corporate plan. It was agreed that individual comments would be given to Diane prior to the 26 March workshop.	<b>All</b>	<b>By 25 March 2009</b>
<b>11.</b>	<b>Finance Committee inquiry into the impact of the recession on public bodies</b>		
	MT discussed the request to provide evidence to the Finance Committee inquiry into the impact of the recession on public bodies. It was agreed that Caroline would give evidence and that Diane would establish whether we could provide more than one witness.	<b>CG/DM</b>	<b>immediate</b>
<b>12.</b>	<b>Date of the Next Meeting</b>		
	The next meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday 24 March at 9.30am</b> on in the <b>Auditor General's office.</b></li> </ul>		
	<b>Apologies</b> <b>Please send apologies to Caroline Cockburn x1606</b>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 24 MARCH 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Alastair Swarbrick attended *for item 1*.  
Lorna Meahan attended for *items 5 and 6*.  
Alex Devlin attended for *item 5*.  
David Blattman attended for *items 7, 8 and 9 and for 11*.  
Allan Davie attended for *items 9 and 10*.

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the previous meeting of 17 March 2009, which had been circulated, were agreed as an accurate record.</p> <p>It was agreed that Diane would discuss with Directors making some changes to the presentation of the intelligence reports.</p>	DM	immediate
2.	<b>Electronic working papers – supplier selection</b>		
	<p>Alastair joined the group and introduced his paper seeking MT approval to make a recommendation to the Board on approving a preferred supplier for the electronic working papers package.</p> <p>Alastair outlined the background to the project, the procurement process and the key business benefits of the investment.</p> <p>Following discussion, it was agreed that the recommendation should proceed to the Board, and that the paper should be updated to reflect the wider business benefits and efficiency objectives of the investment.</p> <p>It was agreed that the paper would be presented in Caroline's name and that Alastair would attend the Board meeting in support of the paper.</p> <p style="text-align: center;"><b><i>Alastair left the meeting.</i></b></p>	AS	immediate
3.	<b>Internal audit reports: Strategic Planning and Financial Planning</b>		
	<p>MT considered two reports from internal audit which provided a substantial assurance opinion on Strategic Planning and Financial Planning. MT noted the reports and welcomed the conclusions of the internal auditors. The reports will now be presented at the April meeting of Audit Scotland's Audit Committee.</p>	DM	April 2009

<b>4.</b>	<b>External audit plan</b>		
	MT noted the HW external audit plan which would be presented to the next meeting of the Audit Scotland Audit Committee.	<b>DM</b>	<b>April 2009</b>
<b>5.</b>	<b>International work</b>		
	<p>Lorna Meehan and Alex Devlin joined the meeting to introduce the reports to MT, which had been circulated, on two requests for international assistance.</p> <p>MT agreed that in response to the request from the Auditor General's Office of British Columbia, some internal inquiries should be made to gauge the potential interest from colleagues in a staff exchange before any further work was undertaken on the items identified in the report for clarification and investigation.</p> <p>MT agreed that, because the request does not meet our priorities under our international strategy, it would be necessary to decline the request from the United Arab Emirates for assistance.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting.</i></b></p>	<b>LM</b>	<b>immediate</b>
<b>6.</b>	<b>Diversity and Equality Steering Group – update</b>		
	<p>Lorna introduced the update report from the Diversity and Equality Steering Group, which had been circulated.</p> <p>Following discussion, MT:</p> <ul style="list-style-type: none"> <li>• noted the progress in implementing the new strategy and structures for diversity and equality;</li> <li>• approved the Diversity and Equality Steering Group's terms of reference</li> <li>• agreed in principle that Audit Scotland should collect information on disability as part of the 2009 annual update of staff details</li> <li>• noted the progress on equality impact assessments and the priority areas</li> <li>• noted the development of consultation and involvement processes as part of Audit Scotland's diversity and equality arrangements.</li> </ul> <p>MT thanked Lorna for leading this phase of the diversity and equality work.</p> <p style="text-align: center;"><b><i>Lorna left the meeting.</i></b></p>	<b>LM</b>	<b>April 2009</b>
<b>7.</b>	<b>Main Grade Staff Reward Offer</b>		
	David Blattman joined the meeting and introduced the detailed offer pack on the new reward package, which had been circulated, and which, subject to MT approval would be presented to the Branch Executive of PCS. David outlined the significant issues in seeking agreement on the reward package with PCS and the next stages in the process.		

	Following discussion, MT approved the offer documentation and it was agreed that a brief update on progress would be provided to the Board meeting on 1 April, followed by more detailed reporting to the Remco meeting once the PCS position was clear.		
<b>8.</b>	<b>Flexible working</b>		
	David introduced his discussion paper on flexible working, which had been circulated.  Following discussion, it was agreed that further research should be undertaken on flexible working policies and practices in other public sector organisations.  David will report back by correspondence on the scope of this research and timescale.	<b>DB</b>	<b>1 April 2009</b>
<b>9.</b>	<b>Backdating ISG Salaries</b>		
	This item contained personal data and there is a confidential minute of this item.		
<b>10.</b>	<b>Employee benefits programme</b>		
	Allan Davie introduced his paper on accessing a scheme to provide discounted Dell and Microsoft products to staff. The proposals are in line with those available to employees of other public sector organisations and have no cost to the business. MT approved the introduction of the scheme.	<b>AD</b>	<b>immediate</b>
<b>11.</b>	<b>AOB</b>		
<b>11.1</b>	<b><u>Health and safety update</u></b>  David Blattman introduced his paper updating MT on health and safety, which had been circulated after the agenda had been issued. MT discussed the report and the progress made. An annual report will now be prepared for Audit Scotland's Audit Committee.	<b>DB</b>	<b>April 2009</b>
<b>12.</b>	<b>Date of next Meeting</b>		
	The next Management Team meetings will be held on:  <ul style="list-style-type: none"> <li>• <b>Tuesday 31 March at 09.30hrs in the Auditor General's office.</b></li> </ul> <b>Apologies</b>  <b>Please send apologies to Caroline Cockburn x1606</b>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 31 MARCH 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting of 24 March 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest and Team Brief – April Preview</b>		
	Diane introduced the Communications Digest and Team Brief reports for April, which had been circulated.  It was agreed that comments and issues should be raised by correspondence with James Gillies.		
3.	<b>Performance &amp; Development Improvement Project</b>		
	David Blattman, Lorna Skirving and Fiona Mitchell-Knight joined the meeting to introduce the Performance & Development Improvement Project report, which had been circulated.  Fiona gave a presentation on the remit and role of the group. Following discussion it was agreed that: <ul style="list-style-type: none"><li>• Caroline Gardner should be the sponsor for the project.</li><li>• The link between PDS and business performance, Business Objectives and the Corporate Plan should be stressed.</li><li>• It was noted that there is a time recording code for work on the PDS Improvement Project, and that any additional budget requirements would be discussed with the Management Team.</li><li>• It was noted that the project is an improvement project and that the work should focus on adding the most value to the things that would make a difference to improving the PDS scheme.</li><li>• Fiona discussed the ways in which the project planned to do this.</li><li>• It was suggested that when refining the best criteria and PIs for the project consideration should be given to some assessment of how useful managers find the</li></ul>		

	<p>system in supporting improved performance.</p> <ul style="list-style-type: none"> <li>• It was agreed that the links between PDS to sector plans to corporate plan should be stressed.</li> </ul> <p>Management Team thanked the group for their presentation and for the impressive work and scope of the project which had been delivered.</p> <p>Management Team invited the group to come back at any stage in the development of the project to seek additional support or discussion.</p> <p style="text-align: center;"><b><i>David Blattman, Lorna Skirving and Fiona Mitchell-Knight left the meeting</i></b></p>		
<b>4.</b>	<b>Audit Scotland Board Agenda (1 April 2009)</b>		
	<p>Diane introduced the Audit Scotland Board Agenda, which had previously been circulated.</p> <p>It was agreed that the Public Service Reform Bill should be discussed under AOB.</p>		
<b>5.</b>	<b>Business Continuity Awareness Week</b>		
	<p>Diane introduced a report on the Business Continuity Awareness Week, which had been circulated.</p> <p>Management Team commended Alex Devlin's initiative in running this project throughout the week and welcomed the additional focus that it had provided for our Business Continuity Plan.</p>		
<b>6.</b>	<b>AOB</b>		
<b>6.1</b>	<p><b><u>Flexible Working</u></b></p> <p>Management Team agreed to revise our Flexible Working Policy in line with legislation to state that it allows staff with children under the age of 16 to request flexible working.</p>		
<b>6.2</b>	<p><b><u>Childcare Vouchers</u></b></p> <p>Following the meeting on 27 January 2009, Management Team received additional information from other public sector organisations about the issue and whether they were going to continue with their schemes. MT agreed that there would be no change to our current practice but that Management Team would review the matter in 2010.</p>		



7.	<b>Date of the Next Meeting</b>		
	<p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 21 April at 09.30hrs</b> and will be held in the <b>Boardroom at Osborne House.</b></li> </ul> <p>The next <b>Corporate Management Forum</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 24 April at 12.00hrs</b> in the <b>Conference Room at 18GS</b></li> </ul> <p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 28 April at 9.30am</b> in the <b>Auditor General's Office</b></li> </ul> <p><b><u>APOLOGIES:</u></b></p> <p><b>21.04.09      LB (T)</b>  <b>05.05.09      CG</b></p> <p><i>Please give your apologies to Caroline x1606</i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 28 APRIL 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: Barbara Hurst and Fiona Kordiak joined the meeting for **Item 2**  
Barbara Hurst joined the meeting for **Items 3 and 4**  
David Blattman joined the meeting for **Item 6**  
David Hanlon joined the meeting for **Items 7 and 8**  
Fiona Kordiak joined the meeting for **Item 9**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 31 March 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>CG Intelligence Report</b>		
	Barbara Hurst and Fiona Kordiak joined the meeting and introduced the Central Government Intelligence Report, which had been previously circulated.  MT discussed the report and thanked the team for its work.  <b><i>Fiona Kordiak left the meeting</i></b>		
3.	<b>Correspondence Summary</b>		
	Barbara Hurst introduced the Correspondence Report, which had previously been circulated. MT noted the contents of the report and the volume of correspondence.		
4.	<b>Six Month Review of Correspondence Pilot</b>		
	Barbara Hurst introduced the report on the six month review of the correspondence pilot, which had been previously circulated. Management Team discussed the interim findings of the review and noted the improved performance since the new arrangements had been introduced.  Following discussion, it was agreed that Barbara would produce a further report on the pilot arrangements at the end of the initial period, and this would include discussion on the sources of correspondence, the overlap between the processes for correspondence, Freedom of Information and complaints about Audit Scotland, to enable Management Team to take a strategic view of the way in which these processes overlap and the possibility for simplifying or streamlining them.	<b>BH</b>	

	<p>Diane offered to provide support from the corporate services team on the analysis of FOI and complaints data, and on setting out some of the issues to consider.</p> <p style="text-align: center;"><b><i>Barbara Hurst left the meeting</i></b></p>	<b>DMcG</b>	
<b>5.</b>	<b>Impact Reports</b>		
	<p>Barbara Hurst introduced the Impact Reports, which had been previously circulated.</p> <p>Management Team welcomed the reports and reaffirmed the commitment to publishing these on the website for all performance audits.</p>		
<b>6.</b>	<b>Reward Project – Consultant Costs Budget Overspend</b>		
	<p>David Blattman joined the meeting and introduced the Reward Project, Consultant Costs Budget Overspend report, which had been previously circulated.</p> <p>David outlined the issues that had led the steering group to commission additional data analysis work beyond the scope of the original contract and the learning points for future projects of this nature. It was agreed that guidance on roles and responsibilities for steering groups and their members should be drafted to capture that learning.</p> <p>Management Team thanked David for the report.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB/ Alex Devlin</b>	
<b>7.</b>	<b>Performance &amp; Financial Update Q4 Report 2008/09</b>		
	<p>David Hanlon joined the meeting and introduced the Performance and Financial Update for Q4, which had been previously circulated</p> <p>David outlined the end year position, which was still subject to fluctuation because of the IFRS pension data which had not yet been received.</p> <p>MT welcomed the briefing on the draft out-turns and requested a further update as soon as the pensions data is processed.</p> <p>David updated MT on the progress of the external audit and Diane outlined the process for approval by the Board of the accounts.</p>		

<b>8.</b>	<b>Staying Away Allowance</b>		
	<p>David Hanlon introduced his report on Staying Away Allowance, which had been previously circulated.</p> <p>Following discussion, Management Team agreed to uprate the allowance, as recommended in the report.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>		
<b>9.</b>	<b>ASG Admin Support Manager</b>		
	<p>There is a confidential minute which relates to this item.</p> <p>MT considered the report, which had been circulated. Fiona Kordiak joined the meeting and outlined the background to the proposals, and MT agreed to the recommendations set out in the report.</p> <p style="text-align: center;"><i>Fiona Kordiak left the meeting</i></p>		
<b>10.</b>	<b>Annual Report – Draft</b>		
	<p>Diane introduced the draft Annual Report, which had been previously circulated.</p> <p>It was agreed that MT members would return comments to Diane by the end of the week.</p> <p>There was discussion of the arrangements for seeking comment from Board members and it was agreed that Diane would discuss options with the Chair.</p>	<p><b>DMcG</b></p> <p><b>DMcG</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p>
<b>11.</b>	<b>Audit Committee Agenda</b>		
	The agenda for the next Audit Committee to be held on 29 April was discussed.		
<b>12.</b>	<b>AOB</b>		
	There was no other business.		
<b>13.</b>	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 12 May at 09.30hrs</b> and will be held in the <b>Boardroom at 110GS.</b></li> </ul> <p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 26 May at 09.30hrs</b> and will be held in the <b>Auditor General’s Office</b></li> <li>•</li> </ul> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 26 MAY 2009

Present: Bob Black  
Diane McGiffen  
Russell Frith  
Caroline Gardner

Apologies: None

In Attendance: David Pia and Gordon Smail joined the meeting for **Item 2**  
Angela Cullen and Phil Grigor joined the meeting for **Item 4**

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 28 April 2009, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Local Government Intelligence Report</b>		
	David Pia and Gordon Smail joined the meeting and introduced the Local Government Intelligence Report, which had been previously circulated.  MT discussed the report and thanked the team for its work.  <i>David Pia and Gordon Smail left the meeting</i>		
<b>3.</b>	<b>Correspondence Summary</b>		
	Management Team note the contents of the Correspondence Summary, which had previously been circulated.		
<b>4.</b>	<b>Performance Audit Standards</b>		
	Angela Cullen and Phil Grigor introduced the report on Performance Audit Standard, which had been previously circulated.  MT welcomed the standards and congratulated those involved in the quality of the work. It was agreed that the Standards should be available on the website and following discussion of some minor possible amendments and alignment with the corporate plan, MT approved the new standards.  <i>Angela Cullen and Phil Grigor left the meeting</i>	<b>AC</b>	<b>June 2009</b>
<b>5.</b>	<b>International Annual Report</b>		
	Diane introduced the Internal Annual Report, which had previously been circulated.  The report was approved for presentation to the Board.	<b>DMcG</b>	<b>04.06.09</b>

<b>6.</b>	<b>Annual Reports on Gender Equality</b>		
	<p>Diane introduced the Annual Reports on Gender Equality, which had previously been circulated.</p> <p>MT welcomed the reports and the commitment to proceed to a single diversity scheme. The Audit Scotland report will now be presented to the Board for approval.</p>	<b>DMcG</b>	<b>04.06.09</b>
<b>7.</b>	<b>Declarations of Interest</b>		
	<p>Russell introduced the Declarations of Interest report, which had previously been circulated.</p> <p>It was agreed to continue discussion at the next Management Group meeting.</p>	<b>RF</b>	<b>02.06.09</b>
<b>8.</b>	<b>AOB</b>		
	There was no other business.		
<b>9.</b>	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 2 June at 09.30hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 9 June at 09.30hrs - CANCELLED</b></li> </ul> <p><b><u>Apologies</u></b></p> <p>16.06.09      Diane McGiffen</p> <p><b>Please send apologies to Caroline Cockburn x1606</b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 16 JUNE 2009

Present: Bob Black  
Diane McGiffen  
Russell Frith  
Caroline Gardner

Apologies: None

In Attendance: David Blattman joined the meeting for **Item 2, 3 and 4**  
Paul O'Brien joined the meeting for **Item 2**  
Jennie Slessor joined the meeting for **Item 4**  
James Gillies joined the meeting for **Item 6**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 26 May 2009, which had been circulated, were agreed as an accurate record.		
2.	Performance Management Presentation		
	<p>David Blattman and Paul O'Brien gave a presentation on Performance Management following the recent meeting of the Performance Development Improvement Group to consider the results of the focus groups with colleagues on improving the current performance development system. David and Paul outlined the issues that had emerged from the focus groups and there was discussion about the workplan for the group.</p> <p>Following detailed discussion about the findings of the focus groups, MT agreed that the key priorities emerging for performance management at Audit Scotland were:</p> <ul style="list-style-type: none"><li>• Improving how we give and receive feedback to colleagues</li><li>• Maintaining our focus on delivering results</li><li>• Sharpening our focus on how we deliver results – the competencies and behaviours we need to demonstrate and develop.</li></ul> <p>It was agreed that Caroline Gardner, as sponsor of the performance management improvement project would meet with the group for further discussion on these priorities.</p> <p>MT agreed that it was important that the Performance Development Improvement Group maintained its focus on delivering clear improvements to the PDS system in September and on creating a simple and effective process.</p> <p>MT thanked David and Paul, and the wider PDIG, for their work in this area.</p> <p style="text-align: center;"><b>Paul O'Brien left the meeting</b></p>	<b>CG</b>	

<b>3.</b>	<b>Flexible Working - Update</b>		
	David Blattman gave a verbal update on Flexible Working arrangements, having consulted informally with other audit agencies and public sector employers. MT agreed to incorporate discussion on flexible working arrangements as part of the review of the fixed point salary group reward project.	<b>DM</b>	
<b>4.</b>	<b>LG Pension Scheme Policy Statement</b>		
	David Blattman and Jennie Slessor introduced the LG Pension Scheme Policy Statement, which had been previously circulated.  Management Team noted the requirements for Audit Scotland to produce the policy statement for the LG Government Pension Scheme and therefore agreed to recommend the statement for approval by the Board. It was agreed to publish the statement in draft on Libro, pending Board approval.  <i>David Blattman and Jennie Slessor left the meeting</i>	<b>DM</b>	
<b>5.</b>	<b>Information Security Update</b>		
	Diane introduced the Information Security update report, which had previously been circulated.  Management Team noted the report, the action plan and the completion dates, and the arrangements to proceed with the "Your business at risk" staff survey.  A report on progress will be prepared for MT in advance of it being considered by the Audit Committee in September.	<b>DM</b>	
<b>6.</b>	<b>Publications Assistant Extension of Contract</b>		
	James Gillies joined the meeting and introduced a report on a temporary extension to the contract for the Publications Assistants. James outlined the business case for the extension and the longer term issues that would be presented during the budget review process.  MT approved the extension of the temporary contract.  <i>James Gillies left the meeting</i>	<b>DM</b>	
<b>7.</b>	<b>Influenza Pandemic Plan – Swine Flue</b>		
	Diane introduced the influenza pandemic plan and provided an update of the WHO alert level and the Scottish Government's guidance on swine flu.  As the WHO alert level is at 6, MT considered the actions in the pandemic action plan. MT agreed that it would:		





## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 21 JULY 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen

Apologies: Russell Frith

In Attendance: Nick Hex and Fiona Kordiak joined the meeting for **item 2**  
Phil Grigor joined the meeting for **item 3**.  
David Blattman joined the meeting for **items 5 and 6**.

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 16 June 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>NHS and Sport Intelligence Report</b>		
	Fiona Kordiak and Nick Hex introduced the NHS Sport and Intelligence report which had been circulated. MT discussed the end year position in the NHS and other matters arising from the paper.  MT thanked the team for the report.  <b><i>Fiona and Nick left the meeting.</i></b>		
3.	<b>Impact Reports</b>		
	Phil Grigor introduced the 12 month impact reports on: <ul style="list-style-type: none"><li>• Financial overview of Scotland's colleges 2006/07</li><li>• Managing increasing prisoner numbers.</li></ul> It was agreed that the team should consider identifying a small number of recommendations or indicators from the Managing Increasing Prisoner Numbers report that can be identified for longer-term tracking of impact in this area, given the importance of this issue for the criminal justice system.  There was a discussion about the ongoing development of the format of the impact reports and the final version that appears on the web. It was agreed that we need to create a simple and efficient process which production of the final reports, supplemented by more detailed briefings as required.  There was discussion of the potential for further performance audit studies on criminal justice topics in future performance audit programmes.  <b><i>Phil Grigor left the meeting.</i></b>		

<b>4.</b>	<b>Flexible Retirement</b>		
	<p>Caroline introduced a paper on flexible retirement and resourcing in PRG, which had been circulated.</p> <p>Following discussion it was agreed that David Blattman should be asked to prepare a policy paper on flexible retirement which can be discussed by MT and then taken to the August Board meeting.</p>	<b>DB</b>	<b>August 2009</b>
<b>5.</b>	<b>Best Value Review of Recruitment and Selection</b>		
	<p>David Blattman introduced the report on the best value review of recruitment and selection which had been circulated.</p> <p>David outlined the process that had been used to conduct the review, the issues considered, the challenge process and the efficiencies that could be generated by implementing the recommendations in the report.</p> <p>Following discussion, MT thanked David for the quality of the review and agreed to:</p> <ul style="list-style-type: none"> <li>• Pilot the recommended approach to reducing the cost of recruitment and selection for 18 months. This would enable costs savings to be generated while wider policy and practical implications of streamlining scrutiny functions were developed.</li> <li>• Accept the completed review</li> <li>• Request a progress report in 6 months</li> <li>• Publish the review on the intranet.</li> </ul>	<p><b>DB</b></p> <p><b>DB</b> <b>DB</b></p>	<p><b>Immediate</b></p> <p><b>Jan 2010</b> <b>Immediate</b></p>
<b>6.</b>	<b>FPSG Competency Redefinition and Review of Reward System</b>		
	<p>David introduced short report on progress on the competency redefinition project and review of reward, which had been circulated.</p> <p>MT discussed and agreed the next stages in the project and the timeline set out in the report.</p> <p>It was agreed that Caroline and Diane would hold two further meetings the those affected by the review to explain the options and take feedback on them.</p> <p>It was agreed that David would provide modelling of the costs involved in the options discussed.</p> <p style="text-align: center;"><b><i>David left the meeting.</i></b></p>	<p><b>CG/DMcG</b></p> <p><b>DB</b></p>	<p><b>August 09</b></p> <p><b>23 July 09</b></p>

7.	<b>Swine flu Update</b>		
	Diane provided a verbal update on the latest information from the Chief Medical Officer on the spread of Swine Flu. Diane reported that there would be a desktop testing exercise of Audit Scotland's pandemic plan on 22 July involving representatives of all business groups and that the results would be reported to the next MT meeting.	<b>DMcG</b>	<b>July 09</b>
8.	<b>AOB</b>		
	MT discussed the forthcoming head of audit agencies meeting that Bob would be attending in London.  MT discussed the arrangements for the recruitment of the new Audit Scotland Board member.		
9.	<b>Dates of next meetings</b>		
	There will be a meeting of the Management Group on <ul style="list-style-type: none"> <li>• <b>Tuesday 28 July 2009 at 9.30 am</b> in the Boardroom at 110 George Street.</li> </ul> <p>The next meeting of the <b>Management Team is on</b></p> <ul style="list-style-type: none"> <li>• <b>Tuesday 4 August at 9.30hrs</b> in the Auditor General's office.</li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 4 AUGUST 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: David Hanlon joined the meeting for **Item 5**.  
Alex Devlin joined the meeting for **Items 5 and 6**.

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 21 July 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest</b>		
	Diane introduced the August Communications digest, which had been circulated. MT discussed the contents of the report and it was agreed that the Team Brief should include comment on the time recording system.		
3.	<b>MSP Survey</b>		
	Diane introduced a paper on the IPSOS MORI MSP survey, which had been circulated. MT noted the plans for Audit Scotland's participation in this year's survey.		
4.	<b>Budget Rules for PFI Project under IFRS</b>		
	Russell introduced his paper on budget rules for PFI projects under IFRS and explained the implications of the recent revision to budgeting guidance issued by HM Treasury. Following discussion, it was agreed that Russell would establish the Scottish Government's arrangements for briefing Parliament on the changes and their implications.	RF	
5.	<b>Performance and Financial Update – Q1 report 2009/10</b>		
	David Hanlon and Alex Devlin joined the meeting and introduced the report on quarter one performance, which had been circulated. Management Team reviewed the information in the report and noted: <ul style="list-style-type: none"><li>• The impact of lower interest rates on income</li><li>• The implications of current staffing levels which are at establishment levels for the first time</li><li>• Arrangements for discussing EYF bids</li><li>• Progress with the budget review process.</li></ul> <p style="text-align: center;"><b>David Hanlon left the meeting</b></p>		

6.	<b>Corporate Performance Management</b>		
	<p>Diane introduced her paper on developing new processes for corporate performance management and new performance reporting formats linked to the new corporate plan.</p> <p>Following discussion, MT agreed:</p> <ul style="list-style-type: none"> <li>• to develop the key performance questions methodology during the year, while retaining the existing performance reporting</li> <li>• that Diane and Alex would work with the business groups to further develop and refine the key performance questions and reporting</li> <li>• that management team agendas should be shaped more by the issues raised by the key performance questions.</li> </ul> <p>It was agreed that Diane and Alex would develop a narrative report following the MT discussion, and work to develop this for Quarter 2 reporting.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	<b>DMcG AD</b>	
7.	<b>Swine Flu - Update</b>		
	<p>Diane updated Management Team on the progress with actions from the business continuity testing exercise.</p> <p>It was agreed that Diane would update the Board on preparations and provide a more detailed report to Management Team on the triggers for fully implementing the business continuity plan.</p>	<b>DMcG</b>	
8.	<b>Any other business</b>		
	<p>Bob provided a briefing to Management Team on the recent Heads of Agencies meeting in London.</p> <p>Russell updated Management Team on the draft responses to the Public Sector Reform Bill and the Finance Committee's request for witnesses to give evidence.</p>		
9.	<b>Date of next meeting</b>		
	<p>The <b>August</b> schedule for <b>Management Team</b> is noted below:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 11 August</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General's Office</b></li> <li>• <b>Tuesday, 18 August</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General's Office</b></li> </ul>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 11 AUGUST 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

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

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 4 August 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>SPCA Budget Update</b>		
	David Hanlon provided Management Team with an update on the progress made so far in the preparation of the SPCA Budget. Management Team noted the progress to date and the arrangements for budget review meetings.		
3.	<b>End Year Flexibility – 2009/10</b>		
	<p>David Hanlon introduced a report on End Year Flexibility, which had been previously circulated.</p> <p>Management Team reviewed the proposals that had been made by business groups and agreed that EYF would be requested for:</p> <ul style="list-style-type: none"><li>• The best value development team (£203, 000 for 2009/10 and £182,000 for 2010/11). It was noted that this funding had been previously identified to the Scottish Commission for Public Audit as running across several years.</li><li>• Lift repairs at 18 George Street (£47,000). It was noted that the £126,000 has been approved by the SCPA for this work in last year's EYF bid. The project is ongoing, but has slipped because of construction delays, and £47,000 is the balance remaining to be paid on completion of the work.</li><li>• Performance and development project (£68,000). Last year, the SCPA approved £108,000 for this project, but implementation was delayed because the reward project was concluded later than anticipated. This is the balance of money to support the implementation of the new arrangements by 1 April 2010.</li></ul>		

	<p>It was agreed that:</p> <ul style="list-style-type: none"> <li>the bid of £26,000 for implementing the best value review of recruitment and selection would be met from the management contingency fund</li> <li>no allocation would be made for the recruitment and selection budget at this stage, given the low level of vacancies. HR would be encouraged to focus on lower-cost options and, as at the end of last year, to work with business groups to pool resourcing for campaigns.</li> <li>A decision on MDP 2 should be taken only after the delivery and implementation of the new performance and development improvement arrangements and the severe capacity issues that would be presented for the business of progressing both initiatives to conclusion before the end of March.</li> <li>It was agreed that equality development would be funded from the management contingency budget, but that the costs should be revisited with a view to reducing them by the Steering Group.</li> </ul> <p>It was agreed that David would prepare an EYF paper for the Board on this basis and review the sources of the remaining end year balance for discussion at Management Team. Approval would be sought from the Board at its August meeting for the EYF bid and would be discussed with the SCPA at its meeting in September.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>DH</b>	<b>By correspondence</b>
<b>4.</b>	<b>Swine Flu – Update</b>		
	Diane provided a verbal update on the latest information from the Chief Medical Officer on the spread of Swine Flu and on the plans to update the Board at its August meeting.		
<b>5.</b>	<b>Scottish Information Commissioner – Decision Notice 096/2009 Reference 200900589</b>		
	Management Team discussed the recent decision notice by the Scottish Information Commissioner, which had been circulated. It was agreed that the Information Regulations and Legislation group would be asked to consider whether there were any policy or practical implications for Audit Scotland emerging from the decision and to report back to the Management Team in September.	<b>DMcG</b>	<b>Immediate</b>



<b>6</b>	<b>Reward Review</b>		
	There was discussion of progress on the fixed point salary group reward and competency review. Management Team considered the feedback given so far from members of the group and the options that would be discussed in the forthcoming meetings with the group.		
<b>7.</b>	<b>2010 Management Team Matrix</b>		
	Diane introduced the Management Team timetable for 2010. Management Team noted the schedule and the plans to find an alternative day for board meetings.		
<b>8.</b>	<b>AOB</b>		
<b>8.1</b>	<b><u>Declarations of interest, hospitality and expenses</u></b>  Russell introduced a discussion on progress in revising the arrangements for Board members, Management Team and Directors making declarations of interest, and reporting on hospitality and expenses. Following discussion, it was agreed that Russell would circulate a draft board report to Management Team members for comment.	<b>RF</b>	<b>14.08.09</b>
<b>8.2</b>	<b><u>Board Meeting</u></b>  Diane updated Management Team on the items for the forthcoming meeting of the Board. Diane will circulate a draft agenda following her meeting with the Chair.	<b>DMcG</b>	<b>14.08.09</b>
<b>9.</b>	<b>Date of next meeting</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 18 August at 09.30hrs</b> and will be held in the <b>Auditor General's Office</b></li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 25 August at 09.30hrs</b> and will be held in the <b>Boardroom at 110GS</b></li> </ul> <p>The next <b>Corporate Management Forum</b> will be held on</p> <ul style="list-style-type: none"> <li>• <b>Friday, 28 August at 12.00hrs</b> and will be held in the <b>Conference Room at 18GS</b></li> </ul> <p><b><u>Apologies</u></b></p> <p>18.08.09      DMcG 25.08.09      CG</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 18 AUGUST 2009

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

In Attendance: David Hanlon joined the meeting for **Item 2**,  
Alex Devlin joined the meeting for **Item 3**  
Claire Sweeney & Beth Hall joined the meeting for **Item 5**

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 11 August 2009, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>SPCA Budget Update</b>		
	David Hanlon provided Management Team with an update on the progress made so far in the preparation of the SPCA Budget including provisional staff budgets and savings estimates. Management Team noted the progress to date.  <i>David Hanlon left the meeting</i>		
<b>3.</b>	<b>Swine Flu update</b>		
	Alex Devlin provided an update on the current position and arrangements for keeping management informed of the level of staff absences.  Management Team noted the update.  <i>Alex Devlin left the meeting</i>		
<b>4.</b>	<b>Declarations of interest &amp; hospitality</b>		
	Following the discussion on 11 August, Russell presented a draft Board paper and noted that a Revised Code of Conduct for Board Members had been prepared by the former Secretary. The draft paper amended for the revised Code was agreed.	<b>RF</b>	<b>27.08.09</b>

<b>5.</b>	<b>Impact reports</b>		
	<p>Claire Sweeney and Beth Hall presented impact reports for:</p> <ul style="list-style-type: none"> <li>• Review of GMS (12 month)</li> <li>• Asset Management in the NHS (3 month)</li> <li>• Drug &amp; Alcohol Services (3 month)</li> <li>• Managing the use of Medicines in Hospitals (3 month)</li> <li>• Asset Management in Local Government (3 month)</li> </ul> <p>Management team noted the reports and the added value that these were bringing to understanding the outcomes of our work.</p>		
<b>6.</b>	<b>Draft Audit Scotland Board Agenda</b>		
	The draft Agenda was discussed and it was agreed that an additional paper on the remuneration of firms should be included.	<b>RF/DMcG</b>	<b>27.08.09</b>
<b>7.</b>	<b>Draft Corporate Management Forum Agenda</b>		
	The draft agenda was discussed and agreed	<b>DMcG</b>	<b>28.08.09</b>
<b>8.</b>	<b>Date of next meetings</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 1 September</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General's Office</b></li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 25 August</b> at <b>09.30hrs</b> and will be held in the <b>Boardroom</b> at <b>110GS</b></li> </ul> <p>The next <b>Corporate Management Forum</b> will be held on</p> <ul style="list-style-type: none"> <li>• <b>Friday, 28 August</b> at <b>12.00hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b></li> </ul> <p><b><u>Apologies</u></b></p> <p>25.08.09      CG</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 1 SEPTEMBER 2009

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: Mandy Gallacher and Gordon Smail joined the meeting for *Item 2*  
James Gillies joined the meeting for *Item 3*  
Dick Gill joined the meeting for *Item 4*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 18 August 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Freedom of Information: Decision by SIC and Issues Raised</b>		
	<p>Mandy Gallacher and Gordon Smail introduced their report on the issues raised by the recent decision by the Scottish Information Commissioner. The report had been previously circulated.</p> <p>Mandy provided an update on action taken since the Information Commissioner's decision, including correspondence with East Lothian Council to inform them of our intention to release the information, as requested, by the Scottish Information Commissioner.</p> <p>Following discussion, it was agreed to report to the September meeting of the Audit Scotland Board with an update paper and a draft letter to the Scottish Government setting out our options to speed up the FOI process for applicants, where requests are made to "third party" organisations.</p> <p><b><i>Mandy Gallacher and Gordon Smail left the meeting</i></b></p>	<b>MG/GS</b>	<b>25.09.09 Board</b>
3.	<b>Communications Digest – September Preview &amp; Team Brief</b>		
	<p>James introduced the September Communications Digest and Team Brief, which had been circulated.</p> <p>Management Team discussed and noted the contents of the report. There was discussion about the forward publication programme through to Spring 2010, and it was agreed that Bob would liaise with Barbara to clarify publication plans on public finance and efficiency, the Spring publications of health studies, and to discuss any emerging issues that may lead to Section 22 reports.</p> <p><b><i>James Gillies left the meeting</i></b></p>		

4.	<b>Impact Reports</b>		
	<p>Dick Gill introduced the undernoted Impact Reports, which had been previously circulated:</p> <ul style="list-style-type: none"> <li>• Central Government's Use of Consultancy Services</li> <li>• Review of Major Capital Projects in Scotland</li> </ul> <p>Management Team noted the three month impact report on Use of Consultancy services and there was discussion about the press coverage and downloads for the report.</p> <p>Management Team noted the plans for follow-up in 12 months.</p> <p>Management Team discussed the 12 month impact report on the Review of Major Capital Projects in Scotland and noted the plans for a follow-up audit in this area.</p> <p>Dick updated Management Team on activity on the management of Capital Projects and the impact so far of the report.</p> <p>Management Team welcomed the reports and the actions being taken to produce a digest of report findings and recommendation for the Central Government sector.</p> <p style="text-align: center;"><b><i>Dick Gill left the meeting</i></b></p>		
5.	<b>Swine Flu update</b>		
	<p>Diane introduced the update report on Swine Flu, which had been circulated and confirmed that we had now reviewed the continuity of services arrangements for RSM Bentley Jennison, our internal auditors, and OHSAS our health provider.</p> <p>Diane had circulated further information to the Corporate Management Forum on Friday, 28 September.</p>		
6.	<b>AOB</b>		
6.1	<p><b><u>Budget Review &amp; Efficiencies</u></b></p> <p>Bob introduced the email he sent to the Corporate Management Forum following its discussion of budgets and efficiencies on Friday, 28 September.</p> <p>It was agreed that on Caroline Gardner's return, Management Team would schedule a discussion about an autumn programme to take forward urgently work on longer term planning for efficiencies and cost reductions.</p>	<b>DMcG</b>	

6.2	<p><b>LOCAL AUTHORITY SCOTLAND ACCOUNTS ADVISORY COMMITTEE (LASAAC)</b></p> <p>Russell reported on the recent meeting of LASAAC where the impact on police and fire boards on IFRS 17 was discussed.</p> <p>Russell agreed to update Management Team on progress of this issue.</p>	RF	Immediate
7.	<b>Date of next meetings</b>		
	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 8 September</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General's Office</b></li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 22 September</b> at <b>09.30hrs</b> and will be held in the <b>Boardroom</b> at <b>Osborne House</b>.</li> </ul> <p><b><u>Apologies</u></b></p> <p>08.09.09      CG  15.09.09      CG  29.09.09      CG &amp; RF</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 8 SEPTEMBER 2009

Present: Bob Black  
Diane McGiffen  
Russell Frith

Apologies: Caroline Gardner

In Attendance: Fiona Kordiak and David Pia attended in Caroline Gardner's absence  
David Hanlon joined the meeting for *Item 2*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 1 September 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>SCPA Budget Update &amp; Recommendation to Board</b>		
	David Hanlon joined the meeting and introduced the paper, which had been previously circulated, setting out in detail the budget assumptions, cost pressures and efficiency targets developed during the budget review process. There was detailed discussion of all of the budget assumptions in the report, and it was agreed that David and Russell should do some further modelling on costs and fees, and provide an update to MT next week, prior to the preparation of a paper for the Board meeting on 25 September. <i>David Hanlon left the meeting</i>	DH/RF	15 September 2009
3.	<b>Internal Reports</b>		
	Diane introduced the Internal Audit Reports which had been previously circulated, and covered: <ul style="list-style-type: none"><li>• The National Fraud Initiative</li><li>• The Comptroller Function of the Auditor General, and</li><li>• Business Continuity – IT Disaster Recovery.</li></ul> MT noted that the internal auditors had provided substantial assurance in all three areas, and congratulated those involved. It was also noted that all three reports will be presented to the September meeting of the Audit Committee.		
4.	<b>Correspondence Report</b>		
	Management Team noted the Correspondence Report, which had been previously circulated.		

5.	<b>Audit Scotland Board Agenda – Draft</b>		
	Management Team noted the draft Board agenda, which had been previously circulated.		
6.	<b>Swine Flu update</b>		
	Diane provided Management Team with a verbal update on Swine Flu preparations and the Government's recent revisions to its predictions on the impact of the virus.		
7.	<b>AOB</b>		
	There was no other business.		
8.	<b>Date of next meetings</b>		
	<p>The next Management Team meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 15 September at 09.30hrs</b> and will be held in the <b>Auditor General's Office</b></li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 22 September at 09.30hrs</b> and will be held in the <b>Boardroom at Osborne House</b></li> </ul> <p><b><u>Apologies</u></b></p> <p>15.09.09 – CG 29.09.09 - CG &amp; RF</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 15 SEPTEMBER 2009

Present: Diane McGiffen  
Russell Frith  
Caroline Gardner

Apologies: Bob Black

In Attendance: Fiona Kordiak and David Pia attended because Caroline Gardner had to leave the meeting at 11am.

David Hanlon joined the meeting for **Items 2 & 3**

David Blattman joined the meeting for **Items 4, 5, 6 and 7**

Mandy Gallacher joined the meeting for **Items 8 & 9**

Alex Devlin joined the meeting for **Items 10 & 11**

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	The minutes of the previous meeting of 8 September 2009, which had been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>SCPA Budget Update &amp; Recommendation to Board</b>		
	<p>David Hanlon joined the meeting and updated the group on the latest budget modelling which had been undertaken. Following discussion:-</p> <ul style="list-style-type: none"><li>• Management team approved the budget assumptions that had been set out</li><li>• Agreed the efficiency targets</li><li>• Agreed that the Board should be presented with a range of six options on fee increases.</li></ul> <p>David would finalise the paper for the Board which would incorporate the agreed assumptions and efficiencies, present six options to the Board on fees, and a preferred option from Management Team, which would be agreed by correspondence, following additional modelling.</p>	<b>DH</b>	<b>21.09.09</b>
<b>3.</b>	<b>Standing Orders, Standing Financial Instructions and Delegated Authorities</b>		
	<p>David Hanlon introduced the proposed revisions to the Standing Orders, Standing Financial Instructions and scheme of delegation, which had been previously circulated.</p> <p>Following discussion, it was agreed to recommend the revisions to the Audit Committee at its next meeting.</p> <p><b>David Hanlon left the meeting</b></p>	<b>DM</b>	<b>21.09.09</b>

<b>4.</b>	<b>Retirement Policy</b>		
	<p>David Blattman joined the meeting and introduced the report on a proposed revised Retirement Policy, which had been previously circulated. Following discussion, Management Team agreed to recommend the revisions to the Board at its next meeting.</p> <p>Bob had indicated by correspondence that he supported the revisions.</p>	<b>DM</b>	<b>21.09.09</b>
<b>5.</b>	<b>e-HR (New HR Information System)</b>		
	<p>David Blattman introduced a report on the new HR information system - e-HR – which had been previously circulated.</p> <p>David outlined the timescale for introducing the various elements of the new system and the benefits to staff and in the efficient delivery of HR services.</p> <p>MT noted the report.</p>		
<b>6.</b>	<b>Staff Attitude Survey 2009</b>		
	<p>David Blattman introduced the Staff Attitude Survey 2009 report, which had been previously circulated.</p> <p>Following discussion, it was agreed to take part in the Sunday Times best places to work programme.</p> <p>It was agreed that Diane and David would discuss this with PCS.</p>	<b>DM/DB</b>	<b>October 09</b>
<b>7.</b>	<b>FPSG Update</b>		
	<p>David Blattman updated the group on the timetable for concluding the review and making recommendations to the Remuneration Committee. A separate report had been circulated to MT members only, and would be discussed privately.</p> <p style="text-align: center;"><b><i>David Blattman and Caroline Gardner left the meeting.</i></b></p>		
<b>8.</b>	<b>Data Handling Update</b>		
	<p>Mandy Gallacher joined the meeting and introduced an update report on the Data Handling project. Following discussion, MT agreed the report, which would now be finalised and presented to the Audit Committee at its next meeting.</p>	<b>MG</b>	<b>21.09.09</b>

<b>9.</b>	<b>Data Protection Policy</b>		
	<p>Mandy Gallacher and Alex Devlin introduced the Data Protection Policy, which had been previously circulated.</p> <p>Following discussion MT approved to recommend the changes in policy to the Board at its next meeting and to implement the process changes outlined in the report.</p> <p><b><i>Mandy Gallacher and Alex Devlin left the meeting</i></b></p>	<b>AD</b>	<b>21.09.09</b>
<b>10.</b>	<b>International Update</b>		
	The update report on international work, which had been previously circulated, was noted.		
<b>11.</b>	<b>Swine Flu – Update</b>		
	Diane gave a verbal update on the latest Swine Flu position in the UK and internationally.		
<b>12.</b>	<b>AOB</b>		
	There was no other business.		
<b>13.</b>	<b>Date of next meetings</b>		
	<p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 22 September at 09.00hrs</b> and will be held in the <b>Boardroom at Osborne House</b></li> </ul> <p>The next <b>Management Team</b> meeting will be held on</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 29 September at 09.30hrs</b> and will be held in the <b>Auditor General’s Office</b></li> </ul> <p><b><u>Apologies</u></b></p> <p>29.09.09 - CG &amp; RF</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 6 OCTOBER 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: *James Gillies attended the meeting for item 2.*  
*John Lincoln and Mandy Gallacher joined the meeting for item 4.*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 15 September 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Communication Digest – October Preview and Team Brief</b>		
	<p>James Gillies introduced his paper, which had been previously circulated and which highlighted the number of references to Audit Scotland in Parliament and the forthcoming publication schedule.</p> <p>Following discussion, it was agreed to consider further the application of the communications and media strategy in general, and in particular in relation to the treatment of final audit reports. It was agreed that James would prepare a paper for the November management group meeting.</p> <p>The Team Brief was approved subject to some minor amendments.</p>	JG	Nov 09
3.	<b>Diversity monitoring report</b>		
	It was agreed to defer this item to the next meeting, to allow more time for discussion of it.	DM	13.10.09
4.	<b>Participation in the Carbon Trust's Carbon Management Programme</b>		
	<p>John Lincoln and Mandy Gallacher joined the meeting and introduced their paper on taking part in the Carbon Trust's Management Programme. Diane explained the context for this initiative in relation to the wider work being developed on environmental strategy with Barbara Hurst and Mark Roberts. Following discussion MT agreed to:</p> <ul style="list-style-type: none"> <li>• Take part in the Carbon Management Programme</li> <li>• Set a stretching target of cutting our carbon emissions by 25%</li> <li>• Discuss the resourcing issue further with Caroline and her directors to ensure adequate involvement from key business groups</li> <li>• Include a piece in team brief about the programme.</li> </ul>	DM	Immediate

5.	<b>Audit Scotland's evolving role &amp; capacity to deliver</b>		
	There was discussion about the ways in which Audit Scotland should further develop its commitments in the new Corporate Plan on engagement with stakeholders and supporting improvement. There was also discussion about the ways in which Audit Scotland's 10 <sup>th</sup> anniversary could be marked. It was agreed that Caroline would lead this piece of work and would bring a discussion paper back to MT in the autumn.	CG	October 09
6.	<b>Milestones for reviewing how we are funded</b>		
	Russell tabled a paper setting out milestones for reviewing the funding of Audit Scotland. There was discussion of the links between this and the procurement and quality strategies. It was agreed that the October Corporate Management Forum would focus on Procurement, and that Russell would prepare a discussion paper for that group. It was also agreed to prepare a summary of the timelines for all three strands of work.	RF	October 09
7.	<b>Swine Flu update</b>		
	Diane updated MT on the increase in cases of Swine Flu reported in the latest government monitoring statistics. MT noted the information.		
10.	<b>AOB</b>		
	There was discussion of the recent letter from the SCPA to the Finance Committee of the Scottish Parliament on the Public Services (Scotland) Reform Bill.  It was agreed to cancel the October Management Group meeting because of the number of members on leave.		
11.	<b>Date of the Next Meeting</b>		
	The next meeting of the <b>Management Team</b> will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 13 October</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General's office</b>.</li> </ul> The next meeting of the <b>Management Group</b> due to be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 20 October</b> at <b>09.30hrs</b> has been cancelled. The key business item on Procurement will be the main focus of the <b>Corporate Management Forum</b> meeting on:</li> <li>• <b>Friday, 30 October</b> at <b>12.00hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <b>Apologies</b>  <b>Please send apologies to Caroline Cockburn x1606</b>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 13 OCTOBER 2009

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

In Attendance: Barbara Hurst and Fiona Kordiak joined the meeting for *Item 2*  
Tricia Meldrum joined the meeting for *Item 4*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 6 October 2009, which had been circulated, were agreed as an accurate record.		
2.	Central Government Intelligence Report		
	<p>Barbara Hurst and Fiona Kordiak joined the meeting and introduced their report, which had been circulated.</p> <p>Following discussion, Management Team welcomed the report and noted in particular the large number of moves of senior personnel.</p> <p>It was agreed that there should be a short note prepared on progress with the Forth Replacement Crossing Project.</p> <p>A letter from George Foulkes MSP regarding expenditure on constitutional matters had been circulated previously. After discussion it was agreed that Russell would draft a response.</p> <p><b><i>Barbara Hurst and Fiona Kordiak left the meeting</i></b></p>	<p>FK/BH</p> <p>RF</p>	
3.	Diversity monitoring report		
	<p>MT discussed the Diversity Monitoring Report, which had been previously circulated.</p> <p>Management Team welcomed the report and endorsed the further actions proposed in it. In discussing the actions MT wondered whether anything further could be done to ensure that diversity issues can be considered in assessing the competencies for jobs and at the shortlisting stage.</p>	<p>DMcG</p>	

4.	<b>Impact Reports</b>		
	<p>Tricia Meldrum introduced the undernoted impact reports, which had been previously circulated.</p> <ul style="list-style-type: none"> <li>• Review of Palliative Care Services in Scotland</li> <li>• Overview of Mental Health Services</li> </ul> <p>Management Team noted the reports and thanked the team for their continued work.</p> <p style="text-align: center;"><b><i>Tricia Meldrum left the meeting</i></b></p>		
5.	<b>AOB – CMF meeting</b>		
	The potential agenda items for the CMF meeting on 30 October were discussed.	<b>RF/ DMcG</b>	
6.	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 3 November at 09.30hrs</b> and will be held in the <b>Auditor General’s office</b>.</li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 17 November at 09.30hrs</b> and will be held in the <b>Conference Room at 18GS</b>.</li> </ul> <p>The next meeting of the <b>Corporate Management Forum</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 30 October at 12.00hrs</b> and will be held in the <b>Conference Room at 18GS</b>.</li> </ul> <p><b><u>Apologies</u></b></p> <p>30.10.09      CG, LB</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 3 NOVEMBER 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: James Gillies attended the meeting for **Item 3**  
Angela Cullen and Alex Devlin joined the meeting for **Item 4**  
Angela Cullen, Jennie Slessor and Patricia Fraser joined the meeting  
for **Item 5** Lorna Meahan joined the meeting for **Item 6**  
Fiona Kordiak joined the meeting for **Items 7 & 8**  
Barbara Hurst and Fiona Kordiak joined the meeting for **Item 9**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 13 October 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Fixed Point Salary Group – 2009 Award Cycle</b>		
	<p>Caroline Gardner introduced the FPSG – 2009 Award Cycle report, which had been previously circulated.</p> <p>It was noted that the scale uplift being applied to senior pay for 2009-10 was 0.5per cent lower than that applied for main grade staff.</p> <p>Management Team approved the individual awards detailed in the report for Assistant Directors and Directors and David Blattman will prepare a report to the Remuneration Committee on the April 2009 cycle. A confidential minute of the awards is recorded separately.</p>		
3.	<b>Communication Digest – November Preview and Team Brief</b>		
	<p>James Gillies introduced the November Communications Digest, which had been previously circulated. Management Team thanked James for the report and approved the November Team Brief.</p> <p style="text-align: center;"><b>James Gillies left the meeting</b></p>		



4.	<b>Strategy for working with other Countries</b>		
	<p>Angela Cullen and Alex Devlin introduced their paper on the Strategy for working with other Countries, which had been previously circulated.</p> <p>Management Team discussed the revised strategy on working with other countries and will recommend it to the Board for approval. Management Team welcomed the introduction of a statement on human rights in the strategy, and agreed that a part-time role of International Liaison Manager should be advertised internally for a further two years, and that the costs of this should be absorbed, as at present, from within the business group from which the appointee is based.</p> <p>Management Team thanked Angela for her work as Chair of the International Steering Group and the team for their work.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>		
5.	<b>Developing a Corporate approach to Performance Appraisal and Development Moderation</b>		
	<p>Angela Cullen, Jennie Slessor and Patricia Fraser introduced the Performance Appraisal and Development Moderation report, which had been previously circulated.</p> <p>Management Team welcomed the progress being made and discussed the appraisal and moderation process in detail. It was agreed that the process is one of moderation and review, as performance scores will not be changed following discussion between line managers and appraisees. Management Team stressed that the focus of both the project and the new appraisal scheme is to support improved learning and performance individually and organisationally.</p> <p style="text-align: center;"><b><i>Angela Cullen, Jennie Slessor and Patricia Fraser left the meeting</i></b></p>		
6.	<b>Draft Single Equality Scheme Accounts Commission &amp; Audit Scotland</b>		
	<p>Lorna Meahan joined the meeting and introduced the Draft Single Equality Scheme reports for the Accounts Commission and Audit Scotland, which had been previously circulated.</p> <p>Management Team congratulation Lorna and her team on the significant achievement of producing the single schemes, which were a significant milestone. It was agreed that the draft Single Equality Scheme be recommended to the Accounts Commission and to the Board respectively for approval.</p> <p style="text-align: center;"><b><i>Lorna Meahan left the meeting</i></b></p>		

<b>7.</b>	<b>Request for Early / Flexible Retirement</b>		
	<p>Fiona Kordiak introduced the Request for Early / Flexible Retirement report, which was previously circulated.</p> <p>This is a staffing matter and a confidential minute has been prepared.</p> <p>Management Team noted that it is likely that requests for flexible retirement can only be agreed where there is no cost or impact to Audit Scotland's business.</p>		
<b>8.</b>	<b>Request for Extension of Fixed Term Assistant Director Appointment</b>		
	<p>Fiona Kordiak introduced the Request for Extension to Fixed Term Assistant Director Appointment report, which had been previously circulated.</p> <p>This is a staffing matter and a confidential minute has been prepared.</p>		
<b>9.</b>	<b>NHS &amp; Sport Intelligence Report</b>		
	<p>Barbara Hurst and Fiona Kordiak introduced the NHS &amp; Sport Intelligence report, which had been previously circulated.</p> <p>Management Team noted the report and thanked the team for their work in this area.</p> <p style="text-align: center;"><b><i>Barbara Hurst and Fiona Kordiak left the meeting</i></b></p>		
<b>10.</b>	<b>Information Procedures</b>		
	<p>Diane introduced a report on Information Procedures, which had been previously circulated.</p> <p>Management Team approved the revised information principles policy and noted the updated procedures.</p>		
<b>11.</b>	<b>Terms &amp; Conditions Update</b>		
	<p>Diane outlined progress in resolving the small number of issues left unresolved by the implementation of the new reward strategy. It was agreed to have a further discussion when David Blattman is available to join the meeting.</p>		
<b>12.</b>	<b>Swine Flu update</b>		
	<p>Diane gave an update on the Swine Flu position within Audit Scotland.</p> <p>During the month of October it was report that 20 members of staff had reported in sick with either confirmed swine flu or with flu like symptoms. This therefore relates to approximately 7% of staff workforce.</p>		

10.	AOB		
	There was no further business.		
11.	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 10 November</b> at <b>15.00hrs</b>. The venue is still to be confirmed</li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 17 November</b> at <b>09.30hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b><u>Apologies</u></b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 10 NOVEMBER 2009

Present: Bob Black  
Caroline Gardner  
Russell Frith

Apologies: Diane McGiffen

In Attendance: Bernard Marr, Fiona Kordiak, Alastair Swarbrick, Angela Cullen,  
David Pia, Fraser McKinlay, Ronnie Nicol, Gordon

Smail,

Barbara Hurst, Lorna Meahan, Caroline Cockburn,  
Bill Convery, Nikki Bridle, Dave Beveridge, David Hanlon

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 3 November 2009, will be presented to Management Team on 24 November 2009.		
2.	<b>Performance &amp; Financial Update - Quarter 2 Report 2009/10</b>		
	<p>The Performance and Financial Q2 Report for 2009/10, which had been previously circulated, was discussed and noted. This meeting was facilitated by Bernard Marr, Chief Executive at The Advanced Performance Institute, and the group about improvements to our performance reporting and sample reports were presented.</p> <p>It was agreed to develop the new reporting structure. Diane McGiffen will take this forward at the next Management Group meeting, which is scheduled for 17 November.</p>	<b>DMcG</b>	<b>17.11.09</b>
3.	<b>AOB</b>		
	There was no further business.		
4.	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li><b>Tuesday, 17 November</b> at <b>09.30hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li><b>Tuesday, 24 November</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p><b><u>Apologies</u></b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 24 NOVEMBER 2009

Present: Bob Black  
Russell Frith  
Diane McGiffen

Apologies: Caroline Gardner

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 3 November 2009 and 10 November, which had previously been circulated, had been agreed has an accurate record.		
2.	<b>Business Continuity Plan – Version 5 Autumn 09</b>		
	Diane introduced the draft Business Continuity Plan, version 5, autumn 09, which had been previously circulated.  Management Team discussed the plan and noted the changes which had been made.  Management Team agreed that version 5 of Audit Scotland's Business Continuity Plan be recommended to the Board for approval, which will be on 3 December 2009.		
3.	<b>Swine Flu – Update</b>		
	Diane gave an update on the Swine Flu position within Audit Scotland. It was noted that the business was not currently experiencing disruption because of the impact of swine flu.		
3.	<b>AOB</b>		
3.1	<b><u>Scotland's Public Finances</u></b>		
	There was discussion of the Scotland Public Finances report and the forthcoming meetings with staff to discuss the key messages.  It was agreed that Bob would have further discussions with Barbara about how to engage all auditors in working with their clients on the report's findings.		
3.2	<b>Draft Response to Consultation</b>		
	Diane tabled a report from Mandy Gallacher seeking comment and approval on a draft response to the Government's consultation on Scotland information privacy.  Management Team approved the response, subject to agreed amendments.		

4.	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 1 December</b> at <b>09.30hrs</b> and will be held in the Auditor General's office.</li> </ul> <p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 8 December</b> at <b>09.30hrs</b> and will be held in the <b>Boardroom</b> at <b>110GS</b>.</li> </ul> <p><b><u>Apologies</u></b></p> <p>24.11.09      CG</p> <p><i><b>Please give your apologies to Caroline x1606</b></i></p>		

## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 1 DECEMBER 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen  
Russell Frith

Apologies: None

In Attendance: James Gillies attended the meeting for **Item 2 & 3**  
**David Blattman joined the meeting for item 5.**

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 24 November 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>Communications Digest – December Preview &amp; Team Brief</b>		
	James Gillies introduced the December Communications Digest and Team brief, which had been previously circulated.  Management Team discussed and noted the contents of the report and thanked the Communications Team for their hard work throughout the year.		
3.	<b>Communication Strategy</b>		
	James Gillies introduced the Communications Strategy, which had been previously circulated. James indicated that the purpose of the paper was to gather views on the key issues a review of the communications strategy should consider. Following discussion, it was agreed to present the paper for discussion at the next Management Group meeting.  <i>James Gillies left the meeting</i>	<b>JG</b>	<b>8 Dec</b>
4.	<b>Public Reporting Group – Director role restructuring</b>		
	Caroline Gardner introduced the Public Reporting Group – Restructuring report, which had been previously circulated.  There is a confidential minute taken on this report.	<b>CG</b>	<b>immediate</b>
5.	<b>Terms &amp; Conditions follow up</b>		
	David Blattman joined the meeting and outlined the details of the outstanding issues from the implementation of the new reward package. Following detailed discussion, it was agreed that David should report back further on the range of possible options.  <i>David Blattman left the meeting</i>	<b>DB</b>	<b>15 Dec</b>

<b>6.</b>	<b>Swine Flu - Update</b>		
	Diane updated Management Team on the latest Swine Flu position in the UK and internationally.		
<b>7.</b>	<b>AOB</b>		
	MT discussed the agenda for the forthcoming meetings of the Audit Scotland Board and management group.		
<b>8.</b>	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Group</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 8 December</b> at <b>09.30hrs</b> and will be held in the Boardroom at 110GS.</li> </ul> <p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 15 December</b> at <b>09.30hrs</b> and will be held in the Auditor General's Office</li> </ul> <p><b><u>Apologies</u>    None</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		



## AUDIT SCOTLAND MANAGEMENT TEAM

### MINUTE OF MEETING HELD ON 15 DECEMBER 2009

Present: Bob Black  
Caroline Gardner  
Diane McGiffen

Apologies: Russell Frith

In Attendance: Angela Cullen joined the meeting for *item 2*.  
Alex Devlin joined the meeting for *Item 2 and 3*.  
Ronnie Nicol, Cathy McGregor and Justine Menzies joined the meeting for *Item 3*  
David Hanlon joined the meeting for *Item 4*  
Alastair Swarbrick joined the meeting for *Item 6*.

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 1 December 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>International Steering Group Update</b>		
	<p>Angela Cullen and Alex Devlin introduced the International Steering Group update, which had been previously circulated.</p> <p>Management Team noted the progress of the international work undertaken with other countries and discussed the implications of the new strategy for international work developed by the National Audit Office. Management Team thanked Alex for his significant contribution to the development and management of the international programme as his secondment to this role reaches its conclusion around February.</p> <p style="text-align: center;"><b><i>Angela Cullen left the meeting</i></b></p>		
3.	<b>Internal Reports, RSM Bentley Jennison</b>		
	<p>Diane confirmed to MT that RSM Bentley Jennison are merging with Tenon and that this would be an issue for discussion with the Audit Committee at its next meeting in January.</p> <p>Diane then introduced six recently completed internal audit reports which had been previously circulated and which had all received substantial assurance from the internal auditors.</p> <p>MT noted the contents and assurance provided on the following reports:</p> <ul style="list-style-type: none"> <li>• IT Strategy Review</li> <li>• Electronic Working Paper System Procurement</li> <li>• Software Licensing Procedures</li> <li>• Corporate Governance</li> <li>• Partnership Working with other Scrutiny Bodies</li> <li>• Diversity &amp; Equality Action Plan</li> </ul>		

	<p>Caroline commented in particular on the assurance provided by the audit of Partnership Working with other Scrutiny Bodies, which she had shared with our scrutiny partners and which had demonstrated the quality of the arrangements we have developed.</p> <p>Management Team expressed their thanks to all those involved in the areas reported on for the strong performance in the internal audit reports.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>		
<b>4.</b>	<b>Impact Report from National Studies</b>		
	<p>Ronnie Nicol, Cathy McGregor and Justine Menzies joined the meeting, and introduced two impact reports, which had been previously circulated.</p> <p>MT noted the contents of the impact analysis on the Civil Contingencies Planning report which had been published on 6 August 2009. Following discussion it was agreed that any further follow up work would be considered following the impact analysis 12 months after publication.</p> <p>Ronnie introduced the impact report on Improving the Schools Estate by explaining that this report had been published before the new arrangements for capturing and reporting information on impact had been implemented, so it differed from other impact reports in the way it had been prepared and the time period it covered. MT discussed the report and welcomed the report on impact.</p> <p style="text-align: center;"><b><i>Ronnie Nicol Cathy McGregor and Justine Menzies left the meeting</i></b></p>		
<b>5.</b>	<b>Efficiency Strategy</b>		
	<p>David Hanlon introduced the Efficiency Strategy report, which had been previously circulated.</p> <p>David summarised the work that had been undertaken during the summer as part of the budget review process to identify efficiencies across all business groups, and reported on the successful delivery in this year to date of the efficiencies built in to the 2009-10 budget.</p> <p>Management Team welcomed the report and noted the current position. Management Team requested a further report in early 2010 detailing progress with the reviews in Public Reporting Group and of Administration. There was also discussion of the longer-term accommodation strategy.</p> <p>David further reported on the outcome of the rent review for 18 George Street which secured a nil increase in rent for the remainder of the lease and that our costs in going to arbitration would be met by the landlord. Management Team welcomed this update and thanked David for his efforts.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>	<b>DH</b>	<b>Feb 2010</b>

6.	<b>Business Improvement Unit – additional resources request</b>		
	<p>Alastair Swarbrick joined the group and introduced his paper requesting additional resources, which had been previously circulated.</p> <p>Management Team discussed the request and agreed to approve the request for a maximum of £26,000 to fund administrative and auditor support. It was agreed that this resourcing had to be linked to the early delivery in 2010 of a benefits realisation plan for the Electronic Working Papers package which would set out the range of efficiencies to be targeted by the full implementation of the system.</p> <p>Management Team did not support the request for further resources in 2010-11, but agreed to consider a more detailed request in that year if a full business case was developed explaining any requirement for resources beyond the commitments made in the 2010 budget.</p> <p style="text-align: center;"><b><i>Alastair Swarbrick left the meeting</i></b></p>	<b>AS</b>	<b>Feb 2010</b>
7.	<b>Correspondence Summary</b>		
	Management Team noted the Correspondence Summary, which had been previously circulated.		
8.	<b>Swine Flu - Update</b>		
	Diane updated Management Team on the latest Swine Flu position in the UK and internationally. Management Team noted the current position and agreed that no further action was required at present.		
9.	<b>AOB</b>		
	There was no further business.		
10.	<b>Date of the Next Meeting</b>		
	<p>The next meeting of the <b>Management Team</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 5 January 2010 at 09.30hrs</b> and will be held in the Boardroom at 110GS.</li> </ul> <p style="text-align: center;"><b>Note –</b> No agenda will be issued for this meeting</p> <p><b><u>Apologies</u>    None</b></p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		