

























































































































































































































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

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

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

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

Apologies: None

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

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

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

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

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

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

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

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

Apologies: Lynn Bradley

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

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





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

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

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

Present:

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

Apologies: Bob Black

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

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

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

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

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

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

Apologies: Lynn Bradley  
Russell Frith

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

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

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



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

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

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

Apologies: Lynn Bradley

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

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

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

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







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