

# **MINUTES OF MANAGEMENT TEAM MEETINGS**

**2012**

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 17 JANUARY 2012**

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

Apologies:        None

In attendance:   David Blattman and Jennie Slessor joined the meeting for *Item 2*  
                         David Hanlon joined the meeting for *Item 4 & 5*

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 13 December 2011, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Security of Employment Policies</b>		
	<p><b><i>David Blattman and Jennie Slessor joined the meeting</i></b></p> <p>Lynn introduced her report on Security of Employment Policies, which had been previously circulated.</p> <p>Management Team considered the update on negotiations with PCS and agreed to recommend to the Board that agreement be reached on the basis set out in the report.</p> <p>David provided an update on ongoing discussions with the Cabinet Office about the VERA scheme and the intention of publicising the scheme later in the week.</p> <p>Management Team noted the update.</p> <p><b><i>David Blattman and Jennie Slessor left the meeting</i></b></p>		
<b>3.</b>	<b>Recruitment in Audit Services</b>		
	<p>Fiona introduced the Recruitment in Audit Services report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the recommendations set out in the report and agreed to take stock of resourcing and recruitment options in more detail at the meeting on 3 February.</p>		

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<b>4.</b>	<b>Lothian Pension Fund</b>		
	<p>David Hanlon joined the meeting and introduced the Lothian Pension Fund report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the information provided by the actuary and agreed to use the actuaries' recommendation as the basis for budgeting for pension liabilities and to take the paper to the Remuneration Committee for information.</p>		
<b>5.</b>	<b>West of Scotland Office - Update</b>		
	<p>David Hanlon introduced the West of Scotland office update report on behalf of Dave McConnell, which had been previously circulated.</p> <p>Following discussion, Management Team noted the update and agreed that negotiations should proceed as outlined in the report.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>6.</b>	<b>Call for Evidence by the Local Government and Regeneration Committee</b>		
	<p>Fraser introduced the Call for Evidence by the Local Government and Regeneration Committee report, which had been previously circulated.</p> <p>Management Team noted the invitation and noted that Fraser would prepare a response and that there should be further discussion about whether the audit partners respond.</p>	<p><b>FK</b></p> <p><b>MT</b></p>	<p><b>Immediate</b></p> <p><b>31 Jan</b></p>
<b>7.</b>	<b>Corporate Risk Register</b>		
	Russell gave an update on the Corporate Risk Register and advised Management Team that a Risk Management Workshop to review the register would take place on Thursday, 26 January 2012.		
<b>8.</b>	<b>Internal Audit – 2011/12</b>		
	<p>Diane tabled internal audit reports which had been received in final form that morning.</p> <p>The reports were on:</p> <ul style="list-style-type: none"> <li>• Key Financial Systems</li> <li>• Comptroller Function</li> <li>• Bribery Act (advisory report).</li> </ul>		

	<p>It was agreed that because of the late circulation of the reports, Management Team would have until Thursday to consider the reports and raise any issues with Diane, before the reports would be circulated to the Audit Committee for its meeting on 26 January.</p> <p>It was noted that the Internal Audit report on Information Systems had not yet been agreed.</p>		
<b>9.</b>	<b>Internal Audit Recommendations – Progress Report</b>		
	<p>Diane introduced the internal audit recommendations progress report, which had been previously circulated.</p> <p>Diane requested further updates from Directors and subject to those being incorporated the report was approved for submission to the Audit Committee for its meeting on 26 January.</p>		
<b>10.</b>	<b>Auditing Partnerships</b>		
	Fraser provided an update on recent developments in responding to the request to the Accounts Commission to develop a framework for scrutinising the outcomes of partnership working.		
<b>11.</b>	<b>Draft Agendas (Board/Remuneration Committee/Board)</b>		
	Diane introduced the draft agendas for the forthcoming Board, Remuneration Committee and Audit Committee meetings, which had been previously circulated.		
<b>12.</b>	<b>AOB</b>		
	There was no further business.		
<b>13.</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, 31 January 2012 at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</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 31 JANUARY 2012**

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

Apologies: None

In attendance: Gillian Woolman joined the meeting for **Item 3**  
David Blattman joined the meeting for **Item 5**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 17 January 2012, which had previously been circulated, were agreed as an accurate record.		
<b>2.</b>	<b>Management Team Away Day (03.02.12)</b>		
	Management Team agreed the outline programme for the away day.		
<b>3.</b>	<b>Current Audit Issues in Council</b>		
	Gillian Woolman joined the meeting and introduced her report, which had been previously circulated and which will be considered at the Accounts Commission FAA Committee meeting on 9 February 2012.  Gillian provided an update on issues that had progressed since the report had been circulated. Management Team thanked Gillian for the report and subject to minor amendment the report was noted and approved for circulation to the FAA Committee.	<b>FK/ GW</b>	<b>9 Feb</b>
<b>4.</b>	<b>Police and Fire Reform (Scotland) Bill – Briefing Paper</b>		
	This item was deferred and will be discussed at the next Management Team meeting on 7 February 2012.	<b>BH/ MA</b>	<b>7 Feb</b>
<b>5.</b>	<b>2012 Main Grade Pay Award</b>		
	David Blattman joined the meeting and introduced the 2012 Main Grade Pay Award report, which had been previously circulated.  Management Team considered the options and requested that	<b>DB</b>	<b>Feb 2012</b>

	David prepare further analysis.		
<b>6.</b>	<b>Public Services Benchmarking under Localism and Federalism Sharing International Experiences</b>		
	Management Team agreed to consider again the programme and advise Linda Kinghorn by the end of the week of any attendees.	<b>All</b>	<b>3 Feb</b>
<b>7.</b>	<b>AOB</b>		
	Management Team discussed Auditing Partnerships and the Audit Partners meeting.		
<b>8.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are: <ul style="list-style-type: none"> <li>• Call for evidence by the Local Government and Regeneration Committee.</li> <li>• 2012 Main Grade Pay Award</li> </ul>		
<b>9.</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, 7 February 2012 at 09.15hrs</b> and will be held in the <b>Conference Room at 18GS.</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 7 FEBRUARY 2012**

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

Apologies: Diane McGiffen

In attendance: Allan Davie joined the meeting for **Item 4**  
Peter Lodge and Dave McConnell joined the meeting for **Items 6 & 7**  
David Hanlon joined the meeting for **Item 10**  
Gordon Smail and Gillian Battison joined the meeting for **Item 11**

<b>1.</b>	<b>Minutes</b>		
	<p>The minutes of the previous meeting were agreed as an accurate record with the following amendments:</p> <ul style="list-style-type: none"> <li>• The previous minutes were for 17 January 2012 (item 1).</li> <li>• Gillian Woolman attended for the discussion of current issues in Councils (item 3).</li> <li>• Current audit issues in councils were discussed on 31 January 2012 (item 3).</li> <li>• David Blattman is not carrying out further analysis for Management Team (item 5).</li> </ul>		
<b>2.</b>	<b>Audit Partners Update</b>		
	<p>Management Team discussed the constructive audit partners meeting which took place on 2 February 2012. The main topic of discussion was the audit of community planning partnerships.</p> <p>Fraser gave an update on the Scottish Government's review of community planning partnership arrangements. He will prepare a briefing for staff.</p>	<b>FMcK</b>	<b>Feb 2012</b>
<b>3.</b>	<b>Local Government Committee's Inquiry into Public Services Reform</b>		
	<p>Management Team discussed the draft paper prepared by Antony Clark on behalf of the Auditor General for Scotland and the Accounts Commission. The deadline for the submission is 17 February and so any further comments are sought by the end of the week.</p>	<b>All</b>	<b>10 Feb 2012</b>

<b>4.</b>	<b>Review of options for Time Recording and Expenses Systems</b>		
	<ul style="list-style-type: none"> <li>We focus our resources on the current TRS and MKI systems as the most likely way to deliver efficiency improvements.</li> <li>BIU and ISG should work together to implement the MKI upgrade by November 2012 and evaluate its ability to meet our needs as a time recording and expenses system. A report will be sent to Management Team with the results of the trial and recommendations for further action.</li> <li>ISG and Finance work to implement the current time recording system as an expenses system by April 2012, recognising that the system may be replaced in April 2013 by MKI. The current time recording system will remain until at least April 2013.</li> </ul> <p>Management Team asked for more information about the authorisation process for expenses.</p> <p>Ownership of the time recording system was discussed. It was agreed that the Chief Operating Officer should be responsible for the operation of the system with some administrative responsibilities devolved to business group.</p>	<p><b>LB/FK</b></p> <p><b>LB</b></p> <p><b>LB</b></p> <p><b>DMcG</b></p>	<p><b>Nov 2012</b></p> <p><b>April 2012</b></p> <p><b>March 2012</b></p> <p><b>Feb 2012</b></p>
<b>5.</b>	<b>Police &amp; Fire Reform (Scotland) Bill – Briefing Paper</b>		
	<p>Management Team expressed their thanks to Miranda Alcock for the excellent paper. Miranda will be meeting with Bob soon to discuss his evidence to the Justice Committee. She is also planning to set up a meeting of local auditors and Audit Strategy in March to discuss the transitional arrangements. Following this meeting, Audit Strategy (Owen Smith) will lead work to identify the resourcing implications arising from the bill.</p> <p>After discussion, Management Team decided not to formally respond to the Finance Committee in relation to the estimated savings from audit costs identified in the financial memorandum.</p> <p>It was agreed to consult the Accounts Commission on a joint AGS/AC statement on transitional governance arrangements for police and fire bodies.</p>	<p><b>RF</b></p> <p><b>BB</b></p>	<p><b>March 2012</b></p> <p><b>March 2012</b></p>
<b>6.</b>	<b>Current Audit Issues in Health Bodies</b>		
	<p>Dave McConnell gave an overview of current audit issues in health bodies. After a wide-ranging discussion, Barbara asked if a forecast outturn position could be prepared in December. Russell agreed to discuss this at the next health sector meeting.</p>	<p><b>RF</b></p>	<p><b>March 2012</b></p>

	Fiona gave an update on progress on health and social care reform. She is a member of the working group exploring models of integrated budgets. The group is planning to consult on models in May. Two other groups are exploring governance and workforce issues respectively.		
<b>7.</b>	<b>International Steering Group - update</b>		
	Dave McConnell and Peter Lodge gave an update on the work of the international steering group. Dave agreed to report back to Management Team with further information about the UN contract. The group will also consider developing relationships with CIPFA Scotland.  <i>Dave McConnell and Peter Lodge left the meeting</i>	<b>DMcC</b>	<b>March 2012</b>
<b>8.</b>	<b>HR Resources (Maternity Cover)</b>		
	Management Team approved the recommendation to advertise for maternity cover at Grade C internally.	<b>DMcG</b>	<b>Feb 2012</b>
<b>9.</b>	<b>Queen's Diamond Jubilee Bank Holiday</b>		
	Management Team noted the contents of the report and recommended it be submitted to the Board for approval at its meeting on 23 February 2012.	<b>DMcG</b>	<b>Feb 2012</b>
<b>10.</b>	<b>Financial Report Update – Quarter 3</b>		
	David Hanlon gave an overview of our financial position at the end of quarter three. It was noted that the new audit appointments have had an effect on our income profile, but the forecast outturn is consistent with the previous financial report.  <i>David Hanlon left the meeting</i>		
<b>11.</b>	<b>Draft Local Government Overview Report 2012</b>		
	Gordon Smail and Gillian Battison attended for discussion of this item. The overview report is being prepared as a report from the Accounts Commission with councillors as the primary audience. In previous years the report has been a Controller of Audit report. Management Team welcomed the new style of report and offered some constructive comments. Fraser will consider the use of active headings in the contents page, emphasising the importance of the section 95 officer and further discussion of the implications of welfare reform. The report is due to be published on 15 March.  <i>Gordon Smail and Gillian Battison left the meeting</i>		

<b>12.</b>	<b>Communications Digest and Team Brief – February Preview</b>		
	The paper was discussed by Management Team. It was noted that Bob is also speaking at the CIPFA conference in Dundee on 15 March.		
<b>13.</b>	<b>AOB</b>		
	A useful meeting has been held with Queen's Counsel on the topic of parliamentary privilege.		
<b>14.</b>	<b>Key messages to staff</b>		
	<p>The key messages to staff were:</p> <ul style="list-style-type: none"> <li>• An electronic expenses system will be introduced in April.</li> <li>• Our net expenditure is on track to come within budget at the end of March.</li> </ul>		
<b>15.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 14 February 2012 at 09.15hrs</b> in the <b>Conference Room</b> at <b>18GS</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 14 FEBRUARY 2012**

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

Apologies: Diane McGiffen

In attendance: Alex Devlin joined the meeting for *Items 5, 6 & 7*

<b>1.</b>	<b>Minutes</b>		
	The minutes of the 7 February 2012 were approved as an accurate record.		
<b>2.</b>	<b>Scottish Commission for Public Audit (13.03.12)</b>		
	Management Team discussed the planned meeting on 13 March with the Scottish Commission for Public Audit (SCPA).  Diane will prepare an agenda similar to that for the meeting with the Public Audit Committee but with less detail on our audit approach and more information on the role of our Board, the assurance they provide and our interaction with the SCPA.	<b>DMcG</b>	<b>Feb 2012</b>
<b>3.</b>	<b>Public Audit Committee (07.03.12)</b>		
	Barbara introduced the working agenda for the Public Audit Committee's visit to Audit Scotland on 7 March, which had been previously circulated. The main focus is to provide clear information on what we do and how we go about our work.  Management Team agreed that speakers should limit their presentations to allow time for discussion. Some amendments to the agenda were agreed, which Barbara will re-draft.	<b>BH</b>	<b>Feb 2012</b>
<b>4.</b>	<b>Aberdeen Office Closure and IT Connectivity</b>		
	Fiona introduced the Aberdeen Office Closure and IT Connectivity report, which had been previously circulated.  Management Team agreed to extend the lease on the office at Woodhill House by three months to 30 June. This is to allow time to ensure that appropriate IT connectivity is secured at alternative workspaces and options on homeworking are discussed with staff.	<b>FK</b>	<b>March 2012</b>

<b>5.</b>	<b>Staff Code of Conduct</b>		
	<p>Alex Devlin joined the meeting and introduced the Staff Code of Conduct, which had been previously circulated.</p> <p>Management Team welcomed the document, which strengthens references to inappropriate relationships and updates references to the Bribery Act. Further amendments were agreed to include Audit Scotland's values developed at the connect conferences and a cross-reference to our expenses policy. Alex Devlin will make these changes and some further minor amendments. The Code will come back to the Management Team prior to submission for approval at the March Board meeting.</p> <p>Alex will also prepare a paper for the Management Team on meta-compliance to outline the coverage of this process.</p> <p>Management Team thanked Alex for his good work in this area.</p>	<b>AD</b>	<b>March 2012</b>
<b>6.</b>	<b>Data/Incident Loss</b>		
	<p>Alex Devlin introduced a Data/Incident Loss paper, which had been previously circulated.</p> <p>Following discussion, Management Team noted the loss and recommended the report be submitted to the Audit Committee at its April meeting.</p>	<b>AD</b>	<b>April 2012</b>
<b>7.</b>	<b>Performance Update – Quarter Three Report 2011/12</b>		
	<p>Alex Devlin introduced the Performance Update – Quarter 3 report, which had been previously circulated.</p> <p>Management Team discussed the results and also agreed that Fiona and Fraser would agree how best to compile the performance information on annual audit reporting</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	<b>FMcK/ FK</b>	<b>March 2012</b>
<b>8.</b>	<b>The 14<sup>th</sup> Holyrood Summer School (16-17 August 2012)</b>		
	<p>Management Team discussed the forthcoming Holyrood Summer School.</p> <p>Management Team agreed to support 2 to 3 attendees and that Fiona would liaise with David Blattman on this.</p>	<b>FK</b>	<b>Feb 2012</b>
<b>9.</b>	<b>Agendas (Board &amp; Accounts Commission)</b>		
	<p>Management Team noted the Audit Scotland Board and Accounts Commission agendas.</p>		

<b>10.</b>	<b>AOB</b>		
<b>10.1</b>	<p><b>Recruitment</b></p> <p>Barbara and Fraser introduced a paper seeking approval to recruit to back-fill 3 vacant project officer posts in PAG and BVSI. Given the challenging financial situation and the drive to deliver savings, any proposal to fill posts is considered very carefully.</p> <p>Following discussion, Management Team agreed to run a combined internal and external recruitment campaign for the three posts. The posts would not be initially advertised as part of the PATH programme, although the option for these posts to join PATH would be re-considered at a later date.</p>	<b>BH/ FMcK</b>	<b>Feb 2012</b>
<b>10.2</b>	<p><b>Community Planning Partnerships</b></p> <p>Fraser gave a brief update on the SG/COSLA review of community planning partnerships. Management Team confirmed they wanted relevant papers on this topic to continue to be circulated to them.</p>		
<b>10.3</b>	<p><b>Local Government Overview Report</b></p> <p>Management Team had a brief discussion on the local government overview report, which is due for publication in March.</p>		
<b>11.</b>	<b>Key messages to staff</b>		
	<p>The key messages to staff were:</p> <ul style="list-style-type: none"> <li>• Scottish Commission for Public Audit visit</li> <li>• Public Audit Committee visit</li> <li>• Aberdeen office lease extension</li> <li>• Update to Code of Conduct</li> </ul>		
<b>12.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 28 February 2012 at 09.15hrs</b> in the <b>Conference Room</b> at <b>18GS</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 28 FEBRUARY 2012**

Present: Bob Black  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay

Apologies: Barbara Hurst  
Lynn Bradley  
Russell Frith

In attendance: Alex Devlin joined the meeting for **Item 2**  
David Hanlon joined the meeting for **Items 3 & 4**  
Miranda Alcock joined the meeting for **item 5**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the 14 February 2012 were approved as an accurate record.		
<b>2.</b>	<b>Handling Sensitive Information</b>		
	<p style="text-align: center;"><b><i>Alex Devlin joined the meeting</i></b></p> <p>Management Team discussed the principles involved in handling sensitive information under different aspects of information law and with the different statutory responsibilities that Audit Scotland, the Auditor General and the Accounts Commission have.</p> <p>It was agreed that Alex should work with Audit Strategy to prepare an updated briefing for all colleagues and firms on this topic.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	<b>AD</b>	<b>March 2012</b>
<b>3.</b>	<b>Financial Report to 31 January 2012</b>		
	<p>David Hanlon joined the meeting and introduced the Financial Report to 31 January 2012, which had been previously circulated.</p> <p>Management Team discussed the results to January 2012 and the likely outturn at the year end.</p> <p>Management Team noted the report.</p>		
<b>4.</b>	<b>2012/13 Budget Update</b>		
	David Hanlon joined the meeting and introduced the 2012/13 Budget Update report, which had been previously circulated.	<b>ALL</b>	<b>March 2012</b>

	<p>Following detailed discussion, Management Team:</p> <ul style="list-style-type: none"> <li>• Approved the proposed establishment changes for 2012/13 that these should be recommended to the Board</li> <li>• Approved the proposed revenue changes to create an operational budget for 2012/13 to be recommended to the Board</li> <li>• Agreed to invite proposals from MT and CMF on how the budget contingency provision could be used to accelerate delivery of the corporate plan</li> <li>• Noted the establishment changes proposed for years 2013/14.</li> </ul> <p style="text-align: center;"><b><i>David Hanlon left the meeting</i></b></p>		
<b>5.</b>	<b>Police &amp; Fire Reform (Scotland) Bill</b>		
	<p style="text-align: center;"><b>Miranda Alcock joined the meeting.</b></p> <p>Bob introduced his submission report to the Justice Committee on the proposed Police and Fire Reform (Scotland) Bill, which had been previously circulated.</p> <p>Following discussion, it was agreed that Bob would circulate his revised submission to Management Team for information.</p> <p style="text-align: center;"><b><i>Miranda Alcock left the meeting.</i></b></p>		
<b>6.</b>	<b>Emerging Issues from our Work</b>		
	<p>Fraser provided an update on auditing Community Planning Partnerships.</p> <p>Fiona provided an update on the working group on integrating social care.</p> <p>Diane provided feedback on the recent meeting of the Board.</p>		
<b>7.</b>	<b>AOB</b>		
	There was no further business.		
<b>8.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 6 March 2012</b> at <b>09.15hrs</b> in the <b>Conference Room</b> at <b>18GS.</b></li> </ul> <p><b>Apologies:</b>  <b>06.03.11      BB</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

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**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 6 MARCH 2012**

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

Apologies: Bob Black

In attendance: James Gillies joined the meeting for **Item 2**  
David Blattman joined the meeting for **Item 3**  
David McConnell and Peter Lodge joined the meeting for **Item 4**  
Allan Davie joined the meeting for **Item 7**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the 28 February 2012 were approved as an accurate record.		
<b>2.</b>	<b>Communications Digest – March Preview and Team Brief</b>		
	<p>James Gillies joined the meeting and introduced the Communications Digest and Team Brief, which had been previously circulated.</p> <p>James updated Management Team on the forthcoming agenda for the Public Audit Committee on 7 March 2012.</p> <p>Following discussion, Management Team thanked the Communications Team for the digest and, subject to minor amendments, approved it for circulation.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>	<b>JG</b>	<b>Immediate</b>
<b>3.</b>	<b>Pay Award 2012</b>		
	<p>David Blattman joined the meeting and introduced the Pay Award 2012 report, which had been previously circulated.</p> <p>There is a confidential minute on this item as it relates to staffing matters.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>		
<b>4.</b>	<b>International Steering Group update – United Nation’s Audit</b>		
	David McConnell and Peter Lodge joined the meeting and introduced the International Steering Group Update report on the United Nation’s Audit, which had been previously circulated.		

	<p>Following discussion, Management Team agreed to continue to support the work at the United Nation's Audit. Management Team also noted plans to review regularly to those interested in international work and the Connect Again event to profile our international work with colleagues.</p> <p><b><i>David McConnell and Peter Lodge left the meeting</i></b></p>		
<b>5.</b>	<b>Staff Code of Conduct</b>		
	<p>Diane introduced the Staff Code of Conduct, which had been previously circulated.</p> <p>Following discussion, Management Team approved the Staff Code of Conduct for recommendation to the Board meeting on 22 March 2012.</p> <p>Management Team discussed the Audit Scotland values in the introduction session of the report and it was agreed that Management Team members should include the topic of values at their next team meetings, to encourage discussion of examples of actions from colleagues that bring the values to life.</p> <p>It was also agreed to explore a new scheme to recognise the work of colleagues in supporting the core values of Audit Scotland.</p>	<p><b>DMcG</b></p> <p><b>All</b></p> <p><b>LB</b></p>	<p><b>March 2011</b></p> <p><b>April 2011</b></p> <p><b>April 2011</b></p>
<b>6.</b>	<b>Business Continuity Arrangements &amp; Business Continuity Awareness Week 2012</b>		
	<p>Diane introduced the Business Continuity report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the contents of the report and supported the proposed activities for the Business Continuity Awareness Week, which will take place between the 19 and 23 March 2012.</p>		
<b>7.</b>	<b>Information Security Policy and Identification Card Policy and Procedure</b>		
	<p><b><i>Allan Davie joined the meeting.</i></b></p> <p>Allan introduced the Information Security Policy and Identification Card Policy and Procedure report, which had been previously circulated, and explained the background and purpose of the policy and its replacement of the Acceptable Use Policy.</p> <p>Following discussion, Management Team approved the Security Policy for recommendation to the Board, subject to amendments and clarifications discussed, including on use of email reference to whistleblowing legislation.</p>	<b>AD</b>	<b>March 2011</b>

	<b><i>Allan Davie left the meeting</i></b>		
<b>8.</b>	<b>Statement of Assurance on Internal Controls</b>		
	Diane introduced the Statement of Assurance on Internal Controls report, which had been previously circulated.  Management Team noted the timetable set out in the report.		
<b>9.</b>	<b>Simplifying Accounts</b>		
	Russell introduced the Simplifying Accounts report, which had been previously circulated.  Following discussion, Management Team agreed that Audit Scotland should support moves to simplify accounts and it was agreed that Fiona would prepare a report on the next steps by the end of April.	<b>FK</b>	<b>17.04.12</b>
<b>10.</b>	<b>Risk Register Review 2012</b>		
	Russell introduced the Risk Register Review 2012 report, which had been previously circulated.  Following discussion, it was agreed to reformat the register in line with the January meeting and to revisit the register at the Management Team meeting on 20 March 2012.	<b>RF</b>	<b>20.03.12</b>
<b>11.</b>	<b>The Scotland Bill</b>		
	Diane introduced discussion of The Scotland Bill, a briefing of which had been previously circulated.  Following discussion, it was agreed that Russell would update the briefing with a section on implications for Audit Scotland and this would be available to colleagues as soon as possible.	<b>RF</b>	<b>20.03.12</b>
<b>12.</b>	<b>Information Governance Group (February Minutes)</b>		
	Lynn introduced the Information Governance Group's minutes for February 2012, which had been previously circulated.  Management Team noted the minutes.		
<b>13.</b>	<b>AOB</b>		
<b>13.1</b>	<b><u>Drop-in Session (4 Year Plan)</u></b>  Management Team discussed the forthcoming Management Team drop-in sessions.		

14.	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"><li>• <b>Tuesday, 13 March 2012 at 08.50 – 09.50hrs</b> in the <b>Conference Room at 18GS.</b></li></ul> <p><b>Apologies:</b></p> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 13 MARCH 2012**

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

Apologies: None

In attendance: David Blattman, Cindy Cunningham and David Hanlon  
joined the meeting for **Item 2**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the 6 March 2012 were approved as an accurate record.		
<b>2.</b>	<b>VERA Scheme</b>		
	There is a confidential minutes on this item as it relates to staffing matters.		
<b>3.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li><b>Tuesday, 20 March 2012 at 08.50 – 09.50hrs</b> in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b>Apologies:</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 20 MARCH 2012**

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

Apologies: None

In attendance: David Blattman joined the meeting for **Items 3, 4, 5 & 6**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the 13 March 2012 were approved as an accurate record.		
<b>2.</b>	<b>Risk Register Review 2012</b>		
	Russell introduced the Risk Register Review 2012 report, which had been previously circulated.	<b>RF</b>	<b>March 2012</b>
	Following discussion, Management Team suggested revised wordings and ordering of risks and it was agreed that Russell and John Gilchrist would revise the draft risk register for further discussion at the Corporate Management Forum on 30 March 2012.		
	It was agreed that a final version would come to MT for approval before the register was circulated to the Audit Committee in April.	<b>RF</b>	<b>April 2012</b>
<b>3.</b>	<b>Workforce Plan 2012-13</b>		
	<b>David Blattman joined the meeting</b>		
	David introduced his report on the draft workforce plan, which had been previously circulated.		
	Following discussion, Management Team reviewed the issues and challenges matrix attached to the report. It was agreed that corporate issues should feature first in the plan, followed by business group specific issues, and that David would have a final series of meetings with each Director during April to discuss priorities. Management Team noted the progress made in developing the Audit Scotland workforce plan and welcomed receiving the final document in early May for approval.	<b>All/DB</b>	<b>May 2012</b>

<b>4.</b>	<b>Travel Review</b>		
	<p>David Blattman introduced the Travel Review report, which had been previously circulated.</p> <p>Following discussion, Management Team agreed that options for change would be further developed for discussion with PCS.</p> <p>It was agreed that Lynn and David would prepare a suite of proposals based on the options discussed in the paper.</p>	<b>LB/DB</b>	<b>April 2012</b>
<b>5.</b>	<b>Equal Pay</b>		
	<p><b>Jennifer Summers joined the meeting.</b></p> <p>David Blattman introduced the Equal Pay report for 2010/11, which had been previously circulated, and explained the reasons for the delay in presenting the report to MT.</p> <p>Following discussion, Management Team approved the report and it was agreed that David would liaise with Barbara to discuss options for extending the data analysis for the 2011/12 report.</p> <p><b>Jennifer Summers left the meeting.</b></p>		
<b>6.</b>	<b>VERA Update</b>		
	<p>Fraser McKinlay introduced the VERA update report, which had been previously circulated.</p> <p>There is a confidential minute of this item as it contains personal and sensitive data.</p>		
<b>7.</b>	<b>Pilot lean review in Performance Audit Group</b>		
	This item was deferred to a future meeting.		
<b>8.</b>	<b>Agendas (Board, Remuneration Committee &amp; Accounts Commission)</b>		
	<p>Diane introduced the Audit Scotland Board, Remuneration Committee and Accounts Commission agendas, all of which had been previously circulated.</p> <p>Management team discussed and noted the agenda items for the various meetings.</p>		
<b>10.</b>	<b>AOB</b>		

	Lynn reported on the successful SABRE test on IT recovery times that had taken place over the weekend and had been observed by the internal auditors. Management Team thanked the IT team for their work on this which had often required out of hours work.		
<b>11.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Wednesday 18 April 2012 at 08.50 – 09.50hrs</b> in the <b>Conference Room at 18GS.</b></li> </ul> <p><b>Apologies:</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 18 APRIL 2012**

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

Apologies: None

In attendance: David Hanlon joined the meeting for **Items 2, 3 & 4**  
Alex Devlin joined the meeting for **Items 5, 6, 8, 9, 10 & 11**  
James Gillies joined the meeting for **Item 7**  
Gillian Woolman joined the meeting for **Item 18**

<b>1.</b>	<b>VERA Update</b>		
	<b>David Hanlon joined the meeting</b>  There is a confidential minute on this item as it relates to staffing matters.		
<b>2.</b>	<b>External Audit Plan for the year ended 31 March 2012</b>		
	David Hanlon introduced the External Audit Plan for the year ended 31 March 2012, which had been previously circulated.  Following discussion, Management Team noted the External Audit Plan.		
<b>3.</b>	<b>West of Scotland Office Update</b>		
	David Hanlon introduced the West of Scotland office update report, which had been previously circulated.  Following discussion, Management Team thanked all those involved in bringing the recommendation to its final stage and agreed to recommend to the Board that a lease be signed for the identified property.  <b>David Hanlon left the meeting</b>	<b>DH</b>	<b>April 2012</b>
<b>4.</b>	<b>Breach of Telephone System Security</b>		
	Lynn introduced a report on the Breach of Telephone System Security, which had been previously circulated.  Following discussion, Management Team noted the actions that had been taken following a previous breach of the telephone		

	system and in response to this breach.		
<b>5.</b>	<b>BDO LLPs Annual Internal Audit Report 2011/12</b>		
	<p>Alex Devlin joined the meeting and introduced the internal auditor's Annual Internal Audit Report 2011/12, which had been previously circulated.</p> <p>Following discussion, Management Team noted the work completed and the levels of assurance provided in the annual report.</p>		
<b>6.</b>	<b>Internal Audit 2011/12</b>		
	<p>Alex introduced four internal audit reports, which had been previously circulated.</p> <p>Management team noted that the audits provided substantial assurance on</p> <ul style="list-style-type: none"> <li>• Governance and Risk Management</li> <li>• Workforce Placement &amp; Planning</li> <li>• Electronic Working Papers System.</li> <li>• Follow Up Report on Recommendations</li> </ul> <p>Management Team also noted that good progress had been made in implementing recommendations from previous internal audits.</p> <p>Following discussion of the recommendations and management responses, Management Team thanked those involved in ensuring that the audits had been able to conclude on short timescales.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>		
<b>7.</b>	<b>Audit Scotland Annual Report 2011/12</b>		
	<p>James Gillies joined the meeting and introduced the Audit Scotland Annual Report 2011/12, which had been previously circulated.</p> <p>Following discussion, it was agreed that detailed comments should be passed to James by 25 April 2012 that Bob would consider the key themes and messages for the Accountable officer's message and that James or Simon would now meet with Ronnie Cleland to discuss themes and messages for the Chair's introduction.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>	<b>JG</b>	<b>April/May 2012</b>
<b>8.</b>	<b>Annual Review of Governance Policies</b>		
	Diane introduced the Annual Review of the Financial		

	<p>Regulations and Scheme of Delegation Policies, which had been previously circulated.</p> <p>Following discussion, Management Team approved the revisions, subject to some minor corrections/ revisions, approved the revised report for circulation to the Audit Committee.</p>	<b>DMcG</b>	<b>April 2012</b>
<b>9.</b>	<b>Annual Review of the Register of Hospitality and Gifts 2011/12</b>		
	<p>Diane introduced the 2011/12 Annual Review of the Register of Hospitality and Gifts, which had been previously circulated.</p> <p>Following discussion, Management Team noted the report and approved it for circulation to the Audit Committee.</p>	<b>DMcG</b>	<b>April 2012</b>
<b>10.</b>	<b>Annual Report on Whistleblowing 2011/12</b>		
	<p>Diane introduced the 2011/12 Annual Report on Whistleblowing, which had been previously circulated.</p> <p>Following discussion, Management Team noted the report and that there had been no internal incidents of whistleblowing and it was agreed to clarify that that the report referred only to whistleblowing within Audit Scotland.</p> <p>Management Team noted that it was good practice to produce an annual report on whistleblowing.</p>		
<b>11.</b>	<b>Data Incident/Loss Report</b>		
	<p>Diane introduced the Data Incident/Loss report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the actions that had been taken following the loss.</p>		
<b>12.</b>	<b>Biennial Review of the Corporate Risk Management Policy</b>		
	<p><b>John Gilchrist joined the meeting.</b></p> <p>Russell introduced the Biennial Review of the Corporate Risk Management Policy, which had been previously circulated.</p> <p>Following discussion, it was agreed to recommend the policy to the Audit Committee for approval, subject to final changes as discussed at the meeting.</p>	<b>RF</b>	<b>April 2012</b>
<b>13.</b>	<b>Corporate Risk Register</b>		
	<p>Russell introduced the Corporate Risk Register, which had been previously circulated.</p> <p>Following discussion, Management Team approved the risk</p>	<b>RF</b>	<b>April 2012</b>

	register, subject to minor amendment.		
<b>14.</b>	<b>Corporate Quality Framework</b>		
	<p>Russell introduced the Corporate Quality Framework, which had been previously circulated.</p> <p>Following discussion, Management Team approved the Corporate Quality Framework for submission to the Audit Committee subject to minor changes to align it with the Corporate Risk Management Policy format.</p>	<b>RF</b>	<b>April 2012</b>
<b>15.</b>	<b>Audit Services Quality Survey Reports</b>		
	<p>Russell introduced the Audit Services Quality Survey Reports, which had been previously circulated.</p> <p>Following discussion, Management Team noted the excellent results from the quality surveys and thanked all those involved in delivering such quality services.</p> <p>It was agreed that Russell would share the results and Management Team's appreciation with all staff, and that there would be a discussion and review of the various ways in which feedback is collected from clients and stakeholders to look for opportunities to capture even more useful information about performance.</p>	<b>RF</b>  <b>RF/DMcG</b>	<b>Immediate</b>  <b>June 2012</b>
<b>16.</b>	<b>Minutes</b>		
	The minutes of the 20 March 2012 were approved as an accurate record.		
<b>17.</b>	<b>Application Developer Resource Request</b>		
	<p>Lynn introduced the Application Developer Resource Request report, which had been previously circulated.</p> <p>Following discussion, Management Team approved recruitment to a permanent post, following discussion of the market for this sort of work and the difficulty to attracting appropriately skilled candidates to fixed term roles.</p> <p>Management Team also discussed the range and nature of the work this post required to support and it was agreed that Lynn would revisit resourcing requirements to ensure that the business was adequately supported to specify its requirements for IT applications, in particular for performance management systems. It was recognised that external expertise could be valuable to bring new insights and options for discussion.</p>	<b>LB</b>  <b>LB</b>	<b>Immediate</b>  <b>May 2012</b>

<b>18.</b>	<b>ASG Impact Report</b>		
	<p>Gillian Woolman joined the meeting and introduced the Audit Services Group's Impact Report, which had been previously circulated.</p> <p>Following discussion, Management Team welcomed the report and thanked Gillian and her colleagues for drawing together the range of examples of the impact of audit.</p> <p>It as agreed that the report should be forwarded to the Accounts Commission's FAA committee for information, and that Gillian and Fiona would consider further the options for adapting the report for publication. It was noted that impact would be discussed at the next Corporate Management Forum meeting, when these ideas could be pursued further.</p> <p style="text-align: center;"><b><i>Gillian Woolman left the meeting</i></b></p>	<b>GW/ FK</b>	<b>May 2012</b>
<b>19.</b>	<b>Annual Assurance report to Senior Information Risk Owner (SIRO)</b>		
	<p>Lynn introduced the Annual Assurance report to the Senior Information Risk Owner (SIRO), which had been previously circulated.</p> <p>Following discussion, Management Team noted the report and welcomed the assurance it provided.</p>		
<b>20.</b>	<b>Agendas</b>		
	<p>Diane introduced the Board and Audit Committee agendas, which had been previously circulated.</p> <p>Following discussion, Management Team noted the agendas.</p>		
<b>21.</b>	<b>AOB</b>		
	There was no other business.		
<b>22.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday 1 May 2012 at 09.15hrs</b> in the <b>Conference Room at 18GS.</b></li> </ul> <p><b>Apologies:</b> <b>01 &amp; 08.05.12            FK &amp; RF</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 1 MAY 2012**

Present: Bob Black  
Barbara Hurst  
Fraser McKinlay  
Lynn Bradley

Apologies: Diane McGiffen  
Fiona Kordiak  
Russell Frith

In attendance: James Gillies joined the meeting for **Item 2**  
Alex Devlin joined the meeting for **Item 3**  
David Hanlon joined the meeting for **Items 3, 4, 5 & 6**  
John Gilchrist joined the meeting for **Item 7**  
Angela Cullen joined the meeting for **Item 8**  
Fiona Mitchell-Knight joined the meeting for **Item 9**

<b>1.</b>	<b>Minutes of previous meeting</b>		
	The minutes of the meeting held on 18 April 2012 were approved as an accurate record.		
<b>2.</b>	<b>Communications Digest</b>		
	James Gillies joined the meeting and introduced the communications digest, which had been previously circulated.  Barbara gave an update on plans to carry out targeted work on the management of waiting times in health boards and the health department.  The current situation in the City of Edinburgh Council's statutory repairs service was discussed and Fraser is considering any similar potential issues for other councils.  Following discussion, Management Team noted the communications digest.  <i>James Gillies left the meeting</i>	<b>BH</b>  <b>FMcK</b>	
<b>3.</b>	<b>Performance &amp; Financial Update- Q4 report 2011/12</b>		

	<p><b>David Hanlon and Alex Devlin joined the meeting</b></p> <p>David Hanlon introduced the financial report and Alex Devlin responded to queries on the performance report.</p> <p>Following discussion, Management Team thanked all those involved in producing the reports and endorsed the recommendation encourage staff to update the time recording system.</p> <p><i>Alex Devlin left the meeting</i></p>	DH	April 2012
4.	<b>2013/14 Budget Process and Timetable</b>		
	<p>David Hanlon introduced his proposed timetable and process for setting the 2013/14 budget. Management Team approved the recommendations:</p> <ul style="list-style-type: none"> <li>• A review of business group budgets will be carried out on 12 June</li> <li>• Directors will nominate a lead person for budget preparation by 6 July</li> </ul>	DMcG All	
5.	<b>Corporate Services Benchmarking</b>		
	<p>David Hanlon introduced the report on the recent benchmarking exercise carried out by Corporate Services Group.</p> <p>Management Team noted the report.</p>		
6.	<b>Change to Childcare Voucher Provider</b>		
	<p>Management Team approved the recommendation to change the childcare voucher provider to Edenred. They welcomed the annual saving of £4,000 this would generate and noted that there would be no adverse impact on the benefits enjoyed by participating staff.</p> <p><i>David Hanlon left the meeting</i></p>	DH	May 2012
7.	<b>Fit and Proper Declarations</b>		
	<p><i>John Gilchrist joined the meeting</i></p> <p>The Management Team thanked John Gilchrist for his work on developing the system for declaring independence and compliance with codes of conduct. Management Team approved the new system for implementation subject to liaison with HR and consultation with PCS.</p> <p><i>John Gilchrist left the meeting</i></p>	JG	May/June 2012
8.	<b>Pilot Lean Review</b>		
	<i>Angela Cullen joined the meeting</i>		

	<p>Management Team thanked Angela Cullen for her paper on the pilot lean review of PAG's performance management framework and noted progress. They agreed that the corporate programmes update should report general progress on the pilot and that further reports should only come to Management Team if specific decisions were required.</p> <p>It was agreed to consider further pilots in the next revision of the corporate programmes mandate.</p> <p><b><i>Angela Cullen left the meeting</i></b></p>	<b>LB</b>	<b>June 2012</b>
<b>9.</b>	<b>Update on the ASG Professional Trainee Scheme</b>		
	<p><b><i>Fiona Mitchell-Knight joined the meeting</i></b></p> <p>Fiona Mitchell-Knight described the progress that had been made against the actions arising from the best value review of the graduate trainee scheme. Management Team welcomed the paper and noted the progress that had been made. They congratulated Lisa Proctor on winning the Audit Prize.</p> <p>Management Team also asked Fiona Kordiak to consider extending the scheme to other parts of Audit Scotland, and to consider how the more general public sector finance training could be developed for non accountancy trainees. It was recognised that this should be coordinated with the development of the PATH scheme.</p> <p><b><i>Fiona Mitchell-Knight left the meeting</i></b></p>	<b>FK</b>	<b>Sept 12</b>
<b>10.</b>	<b>Local Government Current Issues Report</b>		
	This report was deferred to a later meeting.	<b>DMcG</b>	<b>15 May</b>
<b>11.</b>	<b>Annual Correspondence Report</b>		
	Fraser introduced the annual correspondence report, which had been prepared by Bob Leishman. The importance of correspondence to our work was discussed. Fraser agreed to come back to Management Team with proposals to develop the current system.	<b>FMcK</b>	<b>September 2012</b>
<b>12.</b>	<b>Accounts Commission Strategy Seminar (16 &amp; 17 April)</b>		
	There was nothing to add to the discussion on 18 April.		
<b>13.</b>	<b>Emerging issues from our work</b>		
	Bob gave an update on a recent seminar at The Royal Society of Edinburgh.		
<b>14.</b>	<b>Key Messages to Colleagues</b>		
	We plan to extend the system of making an annual declaration of independence and compliance with codes of conduct to all		

	<p>staff. This signals our commitment to independence and strong ethical standards.</p> <p>Our draft financial statements show that we are meeting our targets to reduce the costs of audit.</p> <p>The graduate trainees continue to do well in their exams. Congratulations go to everyone who passed exams with special recognition for Lisa Proctor, who has won the national Audit Prize.</p>		
<b>15.</b>	<b>AOB</b>		
<b>15.1</b>	<p><b>File 01</b></p> <p>Lynn reported that dates have now been agreed with all business groups to switch file 01 to read only.</p>		
<b>15.2</b>	<p><b>Management Team – 8 May</b></p> <p>Subject to no urgent business being scheduled for next week, it was agreed to cancel the meeting planned for 8 May.</p>		
<b>16.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday 15 May 2012 at 09.15hrs in the Conference Room at 18GS.</b></li> </ul> <p><b>Apologies:</b>  <b>15.05.12                      BB, BH</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 22 MAY 2012**

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

Apologies: None

In attendance: Gillian Woolman joined the meeting for **Items 2 and 3**  
David McConnell joined the meeting for **Items 2, 3 and 4**  
Peter Lodge joined the meeting for **Item 4**  
Jennie Slessor joined the meeting for **Items 6, 8 9, & 10**  
Antony Clark joined the meeting for **Item 7**  
David Blattman joined the meeting for **Items 8, 9, 10 & 11**  
Allan Davie joined the meeting for **Item 12**

<b>1.</b>	<b>Minutes of previous meeting</b>		
	<p>The minutes of the meeting held on 1 May 2012 were approved as an accurate record, subject to a minor wording amendment on item 13.</p> <p>Fiona Kordiak informed MT that she would provide an update on the actions on item 9 Professional Trainee Scheme, at the workforce plan discussion on 29 May 2012.</p> <p>Management Team thanked Lynn for minuting the previous meeting.</p>	<b>DMcG</b>	<b>Immediate</b>
<b>2.</b>	<b>Local Government Current Issues Report</b>		
	<p><b><i>Gillian Woolman and David McConnell joined the meeting.</i></b></p> <p>Gillian introduced the Local Government Current Issues Report, which had been previously circulated and had been considered at the recent meeting of the Accounts Commission's Financial Audit and Assurance Committee.</p> <p>Following discussion, Management Team noted the report and it was agreed that there should be discussion at the forthcoming local government sector meeting of prudential borrowing, treasury management and statutory repairs to take stock of emerging themes or areas of concern across local government.</p> <p>There was discussion of the importance of plain language reporting in audit reports and reports to members and on the use of financial ratios.</p>	<p><b>RF</b></p> <p><b>FK</b></p>	<p><b>May 2012</b></p> <p><b>June 2012</b></p>

	<p>It was also agreed that Fiona Kordiak would invite Barry White of the Scottish Futures Trust to an internal round table discussion on funding models.</p> <p style="text-align: center;"><b><i>Gillian Woolman left the meeting</i></b></p>		
<b>3.</b>	<b>Current Audit Issues in Health Bodies</b>		
	<p>David McConnell introduced the report Current Issues in Health Bodies, which had been previously circulated.</p> <p>Following discussion, it was agreed that there would be a discussion about corporate governance at the next Health sector meeting to take stock of emerging themes or areas of concern across health.</p> <p>Bob Black indicated that he would attend the health sector meeting.</p>	<b>RF</b>	<b>May 2012</b>
<b>4.</b>	<b>Annual Report on Working with Other Countries 2011/12</b>		
	<p><b><i>Peter Lodge joined the meeting</i></b></p> <p>David McConnell and Peter Lodge introduced the 2011/12 Annual Report on Working with other Countries, which had been previously circulated.</p> <p>Following discussion, Management Team thanked David and Peter for the report and approved it for publication, subject to minor amendment.</p> <p>Bob requested that the Annual Report on Working with Other Countries be circulated to the Public Audit Committee and the Scottish Commission for Public Audit alongside the annual report and accounts.</p> <p style="text-align: center;"><b><i>David McConnell and Peter Lodge left the meeting</i></b></p>	<p><b>DMcC</b></p> <p><b>DMcG</b></p>	<p><b>Immediate</b></p> <p><b>June 2012</b></p>
<b>5.</b>	<b>Annual Assurance on Information Security</b>		
	<p>Lynn introduced the Annual Assurance on Information Security, which had been previously circulated.</p> <p>Following discussion, Management Team approved the report for circulation to the Audit Committee subject to minor amendment and thanked Lynn and the group for the ongoing work to enhance information security.</p> <p>Lynn indicated that the loss of the extranet had not been reported to the Audit Committee to date and that she would include a report on that at the Audit Committee's next meeting.</p>	<b>LB</b>	<b>June 2012</b>

<b>6.</b>	<b>Annual Report on Single Equality Scheme 2011/12</b>		
	<p>Jennie Slessor joined the meeting and introduced the 2011/12 Annual Report on Single Equality Scheme, prepared by the Chair of the Diversity and Equality Group and which had been previously circulated. Jennie relayed Angela's apologies to the meeting.</p> <p>Following discussion, Management Team thanked Jennie and the group for the annual report, and approved it for circulation to the Board, subject to minor re-ordering.</p> <p style="text-align: center;"><b><i>Russell Frith left the meeting</i></b></p>	<b>AC</b>	<b>June 2012</b>
<b>7.</b>	<b>Annual Report 2011/12 from the Carbon Scrutiny Board</b>		
	<p>Antony Clark joined the meeting and introduced the Annual Report 2011/12 from the Carbon Scrutiny Board, which had been previously circulated.</p> <p>Following discussion, Management Team welcomed the report and noted the ongoing limitations of the data available to support the work of the Carbon Scrutiny Board. Management Team thanked Antony and the group for its work to produce the report and approved it for circulation to the Board subject to minor amendments.</p> <p style="text-align: center;"><b>Antony Clark left the meeting</b></p>	<b>AC</b>	<b>June 2012</b>
<b>8.</b>	<b>Administration Review Update &amp; Job Evaluation Results</b>		
	<p><b>David Blattman joined the meeting.</b></p> <p>David Blattman and Jennie Slessor introduced the Administration Review and Job Evaluation Results report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the evaluation of the Business Support Manager and Facilities Manager at grade E, in line with the proposed evaluations in the original restructuring proposals.</p>		
<b>9.</b>	<b>Temporary Agency Workers' Policy</b>		
	<p>David Blattman introduced the Temporary Agency Workers' Policy, which had been previously circulated.</p> <p>Following discussion, Management Team approved the policy.</p>		
<b>10.</b>	<b>Homeworking Policy</b>		
	David Blattman introduced the Homeworking Policy, which had been previously circulated.		

	<p>Following discussion, Management Team approved the policy for recommendation to the Remuneration Committee, subject to minor amendments.</p> <p style="text-align: center;"><b><i>Jennie Slessor left the meeting</i></b></p>	<b>DB</b>	<b>June 2012</b>
<b>11.</b>	<b>VERA – 2011 Statement of Assurance (Confidential)</b>		
	There is a confidential minute for this item as it relates to staffing matters.		
<b>12.</b>	<b>Main Grade Pay Award Outturn – April 2012</b>		
	<p>David Blattman introduced the Main Grade Pay Award Outturn report, which had been previously circulated.</p> <p>Following discussion, Management Team noted that the contents of the report and approved it for circulation to the Remuneration Committee at its next meeting.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DB</b>	<b>June 2012</b>
<b>13.</b>	<b>IT Strategy 2011 to 2012 Progress Report</b>		
	<p><b>Allan Davie joined the meeting</b></p> <p>Lynn introduced the IT Strategy 2011 to 2012 Progress Report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the progress made and requested more detailed briefing on the telephone project and time recording at an appropriate stage.</p> <p>Management Team approved the request for £24,000 from Management Contingency for a contractor to fill a short-term vacancy and deferred consideration of the request for an administrative resource until the workforce plan discussion.</p> <p>Management Team discussed the arrangements to support the direction and delivery of the IT strategy and it was agreed that Lynn would develop proposals for discussion with Management Team on alternative governance arrangements.</p> <p>It was also agreed that Lynn and Barbara would work together to produce a discussion paper on corporate information requirements.</p> <p style="text-align: center;"><b><i>Allan Davie left the meeting</i></b></p>	<p><b>DM</b></p> <p><b>LB</b></p> <p><b>LB/ BH</b></p>	<p><b>June 2012</b></p> <p><b>August 2012</b></p> <p><b>August 2012</b></p>
<b>14.</b>	<b>Information Governance Group</b>		
	Lynn introduced the Information Governance Group report, which had been previously circulated.		

	Following discussion, Management Team noted the work of the Information Governance Group.		
<b>15.</b>	<b>Emerging Issues from our work</b>		
	This was covered under items 2 and 3.		
<b>16.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• Annual Reports on International work, Single Equality Scheme and Carbon Scrutiny soon to be available</li> <li>• Clear desk policy implementation review</li> <li>• New policies on homeworking and agency workers.</li> </ul>		
<b>17.</b>	<b>AOB</b>		
<b>17.1</b>	<p><b>Information Governance Group</b></p> <p>Lynn reminded Management Team that each business group will be undertaking an inspection of the implementation of the clear desk policy and reporting back to the IGG.</p>		
<b>17.2</b>	<p><b>ishare</b></p> <p>Lynn discussed arrangements to celebrate the conclusion of phase 1 of the ishare project.</p>		
<b>17.3</b>	<p><b>Whistleblowing</b></p> <p>Barbara provided an update on recent discussion about Audit Scotland's responsibilities on whistleblowing in the public sector.</p>		
<b>18.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday 29 May 2012</b> at <b>09.15hrs</b> in the <b>Conference Room</b> at <b>18GS.</b></li> </ul> <p><b>Apologies: None</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 29 MAY 2012**

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

Apologies: None

In attendance: Jennie Slessor joined the meeting for **Item 3**  
Steve Murray joined the meeting for **Items 3 & 4**  
David Blattman joined the meeting for **Items 3, 5, & 6**  
Dorothy Lavery joined the meeting for **Item 5**

<b>1.</b>	<b>Minutes of previous meeting</b>		
	The minutes of the meeting held on 22 May 2012 were approved as an accurate record, subject to clarify that on item 13 Lynn would produce a discussion paper on corporate information requirements and Barbara would produce a discussion paper on the Performance Audit Group's information requirements.	<b>LB/ BH</b>	<b>Aug 2012</b>
<b>1.1</b>	<b>Matters raising from the minutes</b>		
	It was agreed that Dick Gill would coordinate the discussion seminar with Scottish Futures Trust on Capital Projects.	<b>DG</b>	<b>Aug 2012</b>
<b>2.</b>	<b>Business Plans</b>		
	Management Team discussed and considered the business plans for each of the business groups. Each Director introduced their plan and set out the process that had been used to engage teams in preparing the plans, the key areas for development and areas for improvement during 2013.		
	Following discussions, Management Team approved the business plans for each group, and it was agreed that a paper outlining the business planning and corporate planning links would be prepared in advance of the next cycle of business plans.	<b>LB</b>	<b>Sept 2012</b>
	It was also agreed that although Audit Services' business plan was on a different time period from the others this was consistent with the appropriate business needs of each group and so that the business planning process would build on that necessity.		
	It was also agreed that Lynn would draft an explanatory note around the business plans which could be used by colleagues and that Lynn, Diane and Russell would discuss the description of work around the corporate centre which was not yet clear in the	<b>LB</b>	<b>29 June</b>

	combined business plans.		
<b>3.</b>	<b>Consolidated Workforce Plan</b>		
	<p>David Blattman, Jennie Slessor and Steve Murray joined the meeting for a discussion on the Consolidated Workforce Plan.</p> <p>Fiona introduced the report on the Consolidated Workforce Plan, which had been previously circulated, and Management Team discussed the issues raised in the plan to date.</p> <p>It was agreed to continue discussion at the Management Team meeting on 12 June when Steve Murray would prepare an analysis of the progress on finances towards the 20% cost reduction target and business group Directors would contribute further detail on non-staffing level issues and costs.</p> <p>Fraser noted that his discussion paper on resourcing on Community Planning Partnerships, which was tabled, would be considered more fully at the 12 June meeting.</p> <p style="text-align: center;"><b><i>Jennie Slessor left the meeting</i></b></p>	<p><b>DB</b></p> <p><b>12.06.12</b></p> <p><b>FMcK</b></p> <p><b>12.06.12</b></p>	
<b>4.</b>	<b>Online Expenses</b>		
	<p>Steve Murray introduced the Online Expenses report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the next steps and agreed a revised timetable for implementation.</p> <p>It was agreed that effective communication and awareness raising through ishare would be essential.</p> <p style="text-align: center;"><b><i>Steve Murray left the meeting</i></b></p>	<p><b>SM</b></p> <p><b>30.06.12</b></p>	
<b>5.</b>	<b>Annual Report on Health &amp; Safety</b>		
	<p>David Blattman and Dorothy Lavery joined the meeting and introduced the Annual Report on Health &amp; Safety, which the Health &amp; Safety Committee had considered.</p> <p>Following discussion, Management Team welcomed the report and thanked the Health &amp; Safety Committee for its work in this area.</p> <p style="text-align: center;"><b><i>David Blattman and Dorothy Lavery left the meeting</i></b></p>		
<b>6.</b>	<b>Annual Report on Performance Appraisal &amp; Development (Confidential Report)</b>		
	This item was deferred to the 12 June 2012	<b>DB</b>	<b>12.06.12</b>

<b>7.</b>	<b>Annual Report on the Quality Report</b>		
	<p>Following discussion Management Team approved the Annual Report on Quality, which had been previously circulated.</p> <p>Russell discussed the report and the improvements that would be made in future years.</p>		
<b>8.</b>	<b>Annual Report on Fraud &amp; Bribery</b>		
	<p>Diane introduced the Annual Report on Fraud &amp; Bribery, which had been previously circulated.</p> <p>Following discussion, Management Team approved the report for submission to the Audit Committee.</p>		
<b>9.</b>	<b>Audit of Community Planning Partnerships</b>		
	This item was deferred to 12 June 2012.	<b>FMcK</b>	<b>12.06.12</b>
<b>10.</b>	<b>Statement of Internal Control</b>		
	<p>Diane introduced the Statement of Internal Control in support of the governance statements, which had been previously circulated.</p> <p>Following discussion, Management Team considered the assurance statements and agreed that the exercise had been useful although improvements could be made for next year.</p> <p>It was agreed that the actions arising were:</p> <ul style="list-style-type: none"> <li>• that all business groups would consider the development of risk registers in line with the new corporate plan and business plans</li> <li>• that further guidance would be provided on the purchase order system</li> <li>• that there would be consideration of the process of verifying the existence of IT/furniture assets</li> </ul> <p>In considering those actions Management Team were satisfied that there were no significant issues to raise to affect the recommendation to the Accountable Officer to sign the Statement of Assurance on Internal Control.</p>	<p><b>All</b></p> <p><b>DH</b></p> <p><b>DH/AD</b></p>	<p><b>Aug 2012</b></p> <p><b>Aug 2012</b></p> <p><b>Aug 2012</b></p>
<b>11.</b>	<b>Recruitment in PAG</b>		
	<p>Barbara introduced the Recruitment in PAG, which had been previously circulated.</p> <p>This item refers to staffing matters and therefore a confidential minute has been prepared.</p>		

<b>12.</b>	<b>Corporate Risk Register</b>		
	Russell introduced the revised Corporate Risk Register, which had been previously circulated.  Following discussion, Management Team approved the paper for discussion at the Audit Committee on 8 June 2012.		
<b>13.</b>	<b>Implications of Shared Scrutiny of Police &amp; Fire</b>		
	This item was deferred to 12 June 2012	<b>DMcG</b>	<b>12.06.12</b>
<b>14.</b>	<b>Agendas – 8 June 2012</b>		
	Management Team noted the agendas for the Board and Audit Committee on the 8 June 2012.		
<b>15.</b>	<b>Emerging Issues from our work</b>		
	Management Team noted ongoing issues emerging for our work.		
<b>16.</b>	<b>Key messages to colleagues</b>		
	It was agreed to highlight to colleagues the work done on the approval of the all business plans and the range of assurance statements being provided to the Audit Committee and the Board at the end of the year.		
<b>17.</b>	<b>AOB</b>		
	There was no other business.		
<b>18.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday 12 June 2012 at 09.15hrs</b> in the <b>Conference Room at 18GS.</b></li> </ul> <b>Apologies: None</b>  <b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 12 JUNE 2012**

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

Apologies: None

In attendance: Alex Devlin joined the meeting for **Items 2 & 3**  
David Blattman joined the meeting for **Items 4,5 and 6**  
Steve Murray joined the meeting for **Items 5 and 6**  
David Hanlon joined the meeting for **Items 5 and 6**

<b>1.</b>	<b>Minutes of previous meeting</b>		
	The minutes of the meeting held on 29 May 2012 were approved as an accurate record.		
<b>2.</b>	<b>Compliance with the Privacy and Electronic Communications Regulations</b>		
	Alex Devlin joined the meeting and introduced the Complicate with the Privacy and Electronic Communications Regulations report, which had been previously circulated.  Following discussion, Management Team noted the report and the actions taken in order that Audit Scotland complies with the Privacy and Electronic Communications (EC Directive) (Amendment) Regulations 2011.		
<b>3.</b>	<b>Public Services Reform (Scotland) Act – Draft Statements on Exercise of Public Functions</b>		
	Alex introduced the Draft Statements on Exercise of Public Functions report, which had been previously circulated.  Following discussion, Management Team provided comment on the report and agreed that Alex would finalise this with Diane, subject to receiving any final comments from Management Team members outwith the meeting.  <i>Alex Devlin left the meeting</i>	<b>AD/ DMcG</b>	<b>20.06.12</b>
<b>4.</b>	<b>Annual Report Performance Appraisal &amp; Development – Follow up (Confidential Report)</b>		
	David Blattman joined the meeting and introduced the Annual		

	<p>Report on the Performance Appraisal and Development scheme, which had been deferred from the previous meeting. Following detailed discussion, Management Team welcomed the information and commentary contained in the report and noted the ongoing improvement and development of the PAD system. It was agreed to arrange a series of development sessions for managers to learn from some of the good practice in moderation deployed by the Performance Audit Group and to create a framework for discussion across business groups on what highly effective looks like in different roles to ensure confidence and consistency in scoring across Audit Scotland.</p>	<b>DB</b>	<b>June – Dec 2012</b>
<b>5.</b>	<b>Workforce Plan – Follow-up</b>		
	<p>David Blattman opened follow up discussions on the Workforce Plan, which was initially discussed by Management Team at their meeting on 29 May 2012.</p> <p>Following discussion, Management Team agreed that each Director would revisit the workforce assumptions made in 2010/11 and report through the budgeting process on any different projections or plans for 2013/14 and 2014/15. Each Director would also prepare proposals for revised mix of skills and resources to deliver business priorities including capacity to support developmental work within business groups and corporately. These plans would be discussed as part of the budget setting process and Directors should work with David Hanlon and David Blattman as early as possible on projections to enable concurrent preparation and conclusion of the budget and workforce plan.</p>	<b>All</b>	<b>June/July 2012</b>
<b>6.</b>	<b>Review of 2011/12 Outturn</b>		
	<p>Management Team reviewed the final outturn reports from each Business Group in detail. Management Team noted the significant range and volume of activity delivered with reduced resources, and also the emerging pressures and issues that each business group faces. Common themes were the delay or reprioritisation of developmental activity to ensure business delivery and the difficulty of ensuring effective resourcing at the right time and right level of cross-business group projects. It was agreed that options, in line with the discussion on workforce planning, options would be developed during the 2013/14 budget cycle to address some of the pressures.</p> <p>It was agreed that Fiona should progress consultancy support from the Management Contingency Fund to review the scope for further efficiencies through MKI and standardised testing. It was also agreed to consider options to budget above indicative levels for income in Audit Services Group to enable the group to develop longer-term plans for the resourcing to deliver the additional work and income.</p>	<b>FK</b>	<b>July 2012</b>

	<p>It was also agreed that Russell would consult with other Directors in detail with plans for re-allocating some accounts review and analysis functions to improve efficiency and this would be linked with a wider discussion on some small structural re-alignments across the business.</p> <p style="text-align: center;"><b>David Blattman left the meeting</b></p>	<b>RF</b>	<b>June 2012</b>
<b>7.</b>	<b>Corporate Programmes Agenda</b>		
	<p>Lynn introduced her paper on a revised corporate programmes agenda and resourcing request.</p> <p>Following discussion, Management Team noted the progress to date against the current corporate programmes agenda and agreed to consider further the projects that should be included in a revised agenda and resolve the resourcing issues as part of the 2013 budget discussions.</p> <p>It was agreed that Lynn would prepare more detailed specifications of the resources and skills needed to support the activities and the timescales and discuss these with directors.</p>	<b>All</b>  <b>LB</b>	<b>June 2012</b>
<b>8.</b>	<b>Implications of Shared Scrutiny of Police &amp; Fire</b>		
	<p>Bob introduced a report on the Implications of Shared Scrutiny of Police and Fire, which had been previously circulated.</p> <p>Following discussion, Management Team noted the progress at Parliament in discussing the re-organisation of police and fire services.</p> <p>There was discussion of the scrutiny arrangements for the new bodies and it was agreed that Russell would provide a further briefing on options.</p> <p>It was agreed that Miranda Alcock would continue to lead for Audit Scotland on issues associated with the new services.</p>	<b>RF</b>	<b>August 2012</b>
<b>9.</b>	<b>Impact reports on performance audits</b>		
	<p>Barbara introduced the 12 – 18 month impact reports on Emergency Departments, Role of Boards, National Concessionary Travel and The Scottish Government's Capital Investment Programme.</p> <p>Management Team discussed the reports in detail and confirmed that impact reports should continue to come to Management Team as part of the revised proposals for impact reporting that Lynn would be bringing to Management Team shortly.</p> <p>Management Team agreed that the SPSA report did not need a</p>	<b>LB</b>	<b>July-Aug 2012</b>

	further impact report as the recommendations in the report have been overtaken by the re-organisation of police services.		
<b>10.</b>	<b>Key messages to colleagues</b>		
	The key messages for colleagues are that MT reviewed the performance and financial out-turn for each business group to inform the budgeting process and continued discussions on the corporate workforce plan.		
<b>11.</b>	<b>AOB</b>		
	There was no other business.		
<b>12.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Thursday, 21 June 2012 at 09.15hrs</b> in the <b>Boardroom Room at 110GS.</b></li> </ul> <p><b>Apologies: None</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 21 JUNE 2012**

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

Apologies: None

In attendance: Ian Metcalfe joined the meeting for **Item 2**  
Alex Devlin joined the meeting for **Item 3**  
David Blattman joined the meeting for **Item 4**  
Mark Taylor joined the meeting for **Item 7**

<b>1.</b>	<b>Minutes of previous meeting</b>		
	The minutes of the meeting held on 12 June 2012 were approved as an accurate record.		
<b>2.</b>	<b>Corporate Programmes Measurement &amp; Reporting</b>		
	<p style="text-align: center;"><b><i>Ian Metcalfe joined the meeting</i></b></p> <p>Lynn introduced the Corporate Performance Measurement and Reporting paper, which had been previously circulated.</p> <p>Management Team discussed the development of the performance measurement system and Lynn and Ian provided information on some of the information gaps that had been identified. There was discussion of the balance and overlap between information needed to manage each business group and information needed to support assessment of corporate performance.</p> <p>Management Team then discussed the Quarter 4 performance report that had been generated using the new performance questions and indicators.</p> <p>Following detailed discussion and review, Management Team welcomed the progress that had been made and thanked Ian and the team involved in the development of the system. It was agreed that:</p> <ul style="list-style-type: none"> <li>• Opportunities to further simplify and streamline the number of indicators should be explored</li> <li>• That the summary level data provided in Appendix 1 was too high level</li> </ul>		

	<ul style="list-style-type: none"> <li>That the team should focus on enhancing the use of quantitative data and comparison with previous quarters and cumulative performance, and that in the absence of new data sets, data from the previous performance system should be used</li> <li>That Management Team members should join in the session with Bernard Marr on 28 June 2012, if possible, when Lynn and Ian would be working with Bernard to review and refine the measurement and reporting system.</li> </ul> <p style="text-align: center;"><b><i>Ian Metcalf left the meeting</i></b></p>		
<b>3.</b>	<b>Freedom of Information (Scotland) Act 2002 – Assessment of Compliance Audit 2012</b>		
	<p>Alex Devlin joined the meeting and introduced the Freedom of Information (Scotland) Act 2002 – Assessment of Compliance Audit 2012 report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the assessment of compliance audit which would take place on 20 and 21 November 2012. It was noted that Alex will be the main contact with the Scottish Information Commissioner during their visit.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting</i></b></p>	<b>AD</b>	<b>20/21 Nov 12</b>
<b>4.</b>	<b>Travel Review</b>		
	<p>David Blattman joined the meeting and introduced the Travel Review report, which had been previously circulated.</p> <p>Following discussion, Management Team noted that progress was being made towards the three recommendations in the report, but that further modelling of options needed to be completed and a further report back to MT was required before discussions and options could be taken further.</p>	<b>DB</b>	<b>September 2012</b>
<b>5.</b>	<b>Corporate Programmes Agenda</b>		
	<p>Lynn introduced her report on Corporate Programmes, which had been previously circulated for the 12 June 2012 meeting.</p> <p>Lynn also tabled Appendix B – Summary Programme and talked Management Team through the list of identified potential projects. Following discussion, it was agreed that Lynn should further refine the summary programme to quantify more clearly the scale and size of each project, and that this further information would be used by Management Team to prioritise projects and agree resourcing.</p>	<b>LB</b>	<b>July/ August 2012</b>

	<p>It was further agreed that Lynn should develop further the job description for the proposed resource requirement and that this post should be considered for inclusion in forthcoming recruitment once a suitable role description and evaluation had been concluded and approved by Management Team. It was noted that the current programme placed heavy reliance on a few key individuals and that capacity needed to be considered in prioritising projects. Lynn agreed to take this into account in her next refinement of the programme. Management Team recognised the resourcing pressures on Lynn in delivering the programme of work through seconded staff, and it was agreed to revisit resourcing once priorities had been agreed.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting.</i></b></p>		
<b>6.</b>	<b>Recruitment in Audit Services Group</b>		
	<p>Fiona introduced the Recruitment within Audit Services report, which had been previously circulated.</p> <p>Following discussion, Management Team approved two of the recommendations in Fiona's report:</p> <ul style="list-style-type: none"> <li>• To recruit two permanent grade D auditors using an internal campaign</li> <li>• To launch an external campaign to recruit fixed-term contract graduate trainees, with final numbers to be determined in July/August.</li> </ul> <p>Management Team noted the duration of fixed-term contracts in the Audit Services group management team, and it was agreed to determine the way forward as part of the budget process and with the involvement of the new Auditor General.</p>	<p><b>FK</b></p> <p><b>FK</b></p> <p><b>All</b></p>	<p><b>Immediate</b></p> <p><b>August</b></p> <p><b>July/August</b></p>
<b>7.</b>	<b>Central Government Current Issues</b>		
	<p>Mark Taylor joined the meeting and introduced the Central Government Current Issues report, which had been previously circulated.</p> <p>Following discussion, Management Team welcomed the report and the information provided and thanked Mark for his informative and comprehensive update.</p> <p style="text-align: center;"><b><i>Mark Taylor left the meeting.</i></b></p>		
<b>8.</b>	<b>Emerging issues from our work</b>		
	<p>There was discussion of a range of current issues in audit and of the recent evidence session of the SCPA and the final session of the PAC.</p>		

9.	<b>Key messages to colleagues</b>		
	<p>The key messages for colleagues are:</p> <ul style="list-style-type: none"> <li>• The Freedom of Information (Scotland) Act 2002 – Assessment of Compliance Audit which will take place on 20 &amp; 21 November 2012.</li> <li>• Central Government Current Issues Report</li> <li>• Recruitment</li> <li>• Corporate Programmes Measurement &amp; Report.</li> </ul>		
10.	<b>AOB</b>		
11.1	<p><b><u>Recruitment in Best Value &amp; Scrutiny Improvement (BVS)</u></b></p> <p>Fraser introduced a report on recruiting a fixed term grade F project manager in BVS for a fixed term of one year to cover maternity leave. The recommendation to recruit on that basis was approved.</p>		
12.	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 17 July 2012 at 09.15hrs</b> in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b>Apologies: RF</b> <b>BH</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 17 JULY 2012**

Present: Caroline Gardner  
Diane McGiffen  
Fiona Kordiak  
Fraser McKinlay  
Lynn Bradley

Apologies: Barbara Hurst  
Russell Frith

In attendance: Angela Cullen, in place of Barbara Hurst  
David Hanlon joined the meeting for **Item 3**  
James Gillies joined the meeting for **Item 7 and 10**  
Jennie Slessor joined the meeting for **Item 8**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 21 June 2012, which had been previously circulated, were approved as an accurate record subject to clarification that on item 6, Recruitment in Audit Services, approval was given to recruit 2-3 grade D auditors.		
<b>2.</b>	<b>Welcome – Auditor General</b>		
	<p>Caroline Gardner outlined her early thoughts on key challenges and issues for her role as Auditor General over the next 8 years.</p> <p>She outlined the challenges facing Scotland’s public finances and the implications and pressures this would put on audit and auditors, the importance of the independent appointment of auditors and independent reporting. She stressed the need to put audit at the heart of all of Audit Scotland’s work and to continue to ensure the quality of our work.</p> <p>Caroline outlined her early discussions with Russell Frith and Fiona Kordiak on audit quality and client relationships, which would lead to some changes in both roles. Fiona would now be the lead engagement partner for the Scottish Government audit, and the emphasis in Russell’s role would be more on strengthening and safeguarding audit quality, particularly the quality of audit judgments.</p> <p>Caroline outlined the importance placed internationally on professional scepticism and the need to begin an internal conversation about what this means for our work.</p> <p>Caroline spoke about the opportunities to make more of our audit work, and outlined discussions that would take place on the NHS financial audits during July to consider how to accelerate the production of a financial overview for Parliament.</p>	<b>FK/RF</b>	

	<p>Caroline concluded by commenting on how much of a privilege it was to be appointed Auditor General, and how much she looks forward to working with Audit Scotland colleagues to make a real difference during her eight year appointment.</p>		
<b>3</b>	<b>Budgeting and Workforce Planning Update</b>		
	<p>David Hanlon joined the meeting and tabled a revised timetable for the preparation of the 2013-14 budget. Management Team thanked David for his update and confirmed that business groups were on track to meet the deadlines in the timetable.</p> <p style="text-align: center;"><i>David Hanlon left the meeting.</i></p>		
<b>4.</b>	<b>Assistant Director Recruitment</b>		
	<p>Fiona advised Management Team that she, Barbara and Fraser had held an initial discussion, and an update would be scheduled on Barbara's return from leave.</p>		
<b>5.</b>	<b>ASG Response to Staff Survey</b>		
	<p>Fiona introduced her report which detailed comments received from ASG colleagues on the Best Companies results.</p> <p>Following discussion it was agreed that Diane would draft a corporate message to follow up on the feedback from business groups, now that communication and discussion was complete, and she would liaise with Fiona on this.</p>	<b>DMcG /FK</b>	<b>July 2012</b>
<b>6.</b>	<b>Grade D Recruitment</b>		
	<p>Angela Cullen introduced a report from the Director of Performance Audit, which had been previously circulated.</p> <p>Following discussion about the benefits of continuing to strengthen the PATH project, and the business need in PAG for committed resources at this grade, it was agreed that internal and external recruitment for the post should take place, and that the post should be part of the PATH project with a minimum commitment of initial deployment in PAG of a fixed period of no less than 12 months, and that a staggered approach to deploying PATH participants in PAG should be developed.</p>	<b>AC</b>	<b>July 2012</b>
<b>7.</b>	<b>Maternity cover – Communications Team</b>		
	<p>James Gillies joined the meeting and introduced his paper on maternity cover in the Communications Team.</p> <p>Management Team approved the recruitment of a fixed term appointment of 9 – 12 months.</p>		

	<b><i>James Gillies left the meeting.</i></b>		
<b>8.</b>	<b>Equal Pay Review – Annual Report 2011/12</b>		
	<p>Jennie Slessor joined the meeting and introduced the Equal Pay Review annual report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the report for presentation to the Remuneration Committee at its next meeting, and following that, for publication, subject to setting out more clearly in the report what the current requirements are for an equal pay review and where we have provided additional information. It was agreed that the format and content of the report would be reviewed before the next annual report.</p> <p><b><i>Jennie Slessor left the meeting.</i></b></p>	<b>JS</b>	<b>August 2012</b>
<b>9.</b>	<b>Accounts Commission draft agenda</b>		
	<p>Fraser introduced the Accounts Commission draft agenda for August, which had been previously circulated.</p> <p>Following discussion, Management Team noted the agenda.</p>		
<b>10.</b>	<b>Emerging Issues from our Work</b>		
	<p>Management Team discussed the opportunities for auditors to raise awareness of fraud in meetings with audited bodies over the next six months. It was agreed that Fiona would liaise with Russell and report back to Management Team on a proposed set of actions by October.</p> <p>Fiona also agreed to liaise with James Gillies on matters relating to some clients.</p>	<b>FK/RF</b>	<b>October 2012</b>
		<b>FK/JG</b>	<b>Ongoing</b>
<b>11.</b>	<b>Key messages to colleagues</b>		
	<p>It was agreed to highlight Caroline’s introductory messages, the budget preparation, the equal pay review and the feedback on best companies.</p>		
<b>12.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li><b>Tuesday, 31 July at 09.15hrs and will be held in the Conference Room at 18GS.</b></li> </ul> <p><b>Apologies:</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 31 JULY 2012**

Present: Barbara Hurst  
Caroline Gardner  
Fiona Kordiak  
Lynn Bradley  
Russell Frith

Apologies: Diane McGiffen  
Fraser McKinlay

In attendance: David Blattman joined the meeting for **Item 2**  
David Hanlon joined the meeting for **Items 2, 3 & 4**  
Jennie Slessor joined the meeting for **Item 2**  
Claire Sweeney joined the meeting for **Item 5**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 17 July 2012, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Workforce Plans</b>		
	<p>David Blattman introduced this item using his e-mailed note of discussions with Directors as a framework for discussion.</p> <p>MT discussed each business group in turn noting in particular the need for business groups to be flexible in planning workforce numbers so as to maximise the benefits for the organisation.</p> <p>The draft workforce plan previously seen by Management Team would now be updated following these and further discussions to be held with HR and would be finalised following the budget discussions in mid August.</p> <p><b><i>David Blattman &amp; Jennie Slessor left the meeting</i></b></p>	<b>DB</b>	<b>Mid August</b>
<b>3.</b>	<b>Finance Report – 3 months to June 2012</b>		
	<p>David Hanlon introduced the report on the 3 month financial performance noting that there was already an underspend showing as a result of higher income and lower costs than in the budget.</p> <p>Management Team noted the report.</p>		

<b>4.</b>	<b>End Year Flexibility</b>		
	<p>Russell and David Hanlon introduced the report on the potential for an EYF bid based on the under spend from 2011-12 and/or the need to provide for additional pension costs.</p> <p>It was agreed that the additional pension costs should be met from the current year underspend and/or contingency and that a bid should be submitted to the SCPA for EYF which would be used to provide a fee rebate to audited bodies in line with previous precedent that bodies that paid charges should receive the benefit of any related underspend.</p> <p>A Board paper reflecting these proposals would be put to the Board meeting on 16 August.</p> <p style="text-align: center;"><i>David Hanlon left the meeting.</i></p>	<b>DH</b>	<b>10 August</b>
<b>5.</b>	<b>Draft Response to Scottish Government consultation on proposals for the integration of adult health &amp; social care</b>		
	<p>Barbara and Claire introduced the draft response to the government proposals.</p> <p>Management Team members made a few suggestions for incorporation into the draft which will also be considered by the Accounts Commission at its next meeting on 23 August.</p> <p style="text-align: center;"><i>Claire Sweeney left the meeting.</i></p>	<b>BH/ CS</b>	<b>September 2012</b>
<b>6.</b>	<b>Measuring impact</b>		
	<p>Lynn introduced a paper outlining progress with work on measuring impact.</p> <p>The proposed methodology was agreed subject to the "Principles" being renamed to reflect their status as processes or steps.</p> <p>It was also agreed that at some point the existing four category model for categorising impact should be reviewed.</p>	<b>LB</b>	
<b>7.</b>	<b>AOB</b>		
<b>7.1</b>	<b><u>Performance Management Report</u></b>		
	Lynn noted progress in developing the Performance management reporting.		

8.	<b>Key messages to colleagues</b>		
	It was agreed to highlight the progress being made on all of the agenda items.		
9.	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 14 August at 09.15hrs and will be held in the Conference Room at 18GS.</b></li> </ul> <p><b>Apologies:</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 14 AUGUST 2012**

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

Apologies: None

In attendance: Antony Clark, Angela Cullen and Mark Taylor joined the meeting  
David Hanlon and David Blattman joined the meeting for **Items 2 & 3**

1.	<b>Minutes</b>		
	The minutes of the meeting of 31 July 2012, which had been previously circulated, were approved as an accurate record.		
2.	<b>Review of 2013/14 Draft Budget Submission</b>		
	<p><b><i>David Hanlon and David Blattman joined the meeting</i></b></p> <p>Diane introduced this item by outlining the purpose of the discussion which was to explore current budget assumptions and projections and hear from each business group about its estimates. Decisions and recommendations on the budget did not need to be taken, but identifying areas of general agreement and areas for more detailed discussion over the next few weeks. The Board would have an update on the discussion at its meeting on Thursday and with the intention at that of testing general options and budget assumptions with the board so that a detailed proposal could be submitted to the September Board meeting for approval and then the Scottish Commission for Public Audit.</p> <p>David Hanlon tabled copies of the provisional budget estimate based on the initial budget proposals made by Directors. David talked through the provisional budget assumptions, each schedule in the budget estimate and the impact and options on fees.</p> <p>MT noted the progress made on reducing the cost of audit by 20 per cent and the options for reaching that target. MT also discussed the options for setting fees for 2013/14 and beyond.</p> <p>MT heard from each business group on the assumptions and proposals in its budget submission. Papers were tabled on Audit Services, BVSI, PAG and Corporate Services. Russell</p>	LB	21/08/12

	<p>provided a verbal report. A paper on the Corporate Programmes agenda would be discussed at the next MT. It was also agreed that Lynn would provide a report on the Corporate projects role.</p> <p>MT discussed the options for investment in developing Audit Scotland's capacity to respond to new auditing and financial challenges.</p> <p>There was discussion of the options for investing in doing our work more efficiently, getting more value out of the audit work we do and in how business intelligence and analysis is undertaken. There was discussion of the potential for a corporate review of the expectations and requirements of the expectations of the core annual audit, best value and performance auditing. It was agreed to discuss further at the next meeting the potential scope for investment in these areas.</p> <p>It was agreed that MT would have further discussion at its next meeting to consider in more detail some of the available options.</p>	<b>All</b>	<b>21/08/12</b>
<b>3.</b>	<b>Workforce Planning &amp; 2013-14 Budget</b>		
	<p>David Blattman introduced the Workforce Planning &amp; 2013-14 Budget paper, which had been previously circulated. He explained that it had not been possible to discuss the proposals with all Directors over the holiday period.</p> <p>Following initial comments, it was agreed to schedule the item for fuller discussion at the next meeting.</p> <p><i>David Hanlon and David Blattman left the meeting</i></p>	<b>DB</b>	<b>21/08/12</b>
<b>4.</b>	<b>Community Empowerment and Renewal Bill</b>		
	Fraser McKinlay introduced the Community Empowerment and Renewal Bill, which had been previously circulated and invited colleagues to submit comments by correspondence.	<b>All</b>	<b>14/08/12</b>
<b>5.</b>	<b>Appointments of External Auditors to new Police &amp; Fire Authorities</b>		
	This item was deferred to 21 August 2012.	<b>RF</b>	<b>21/08/12</b>
<b>6.</b>	<b>Appointments of External Auditors to FE Colleges</b>	<b>RF</b>	<b>21/08/12</b>
	This item was deferred to 21 August 2012.		
<b>7.</b>	<b>Agendas</b>		
	MT noted the Board and Remuneration Committee's agendas for their meetings on 16 August 2012, which had been circulated.		

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<b>8.</b>	<b>Emerging issues from our work</b>		
	This item was deferred to 21 August 2012.		
<b>9.</b>	<b>Key messages to colleagues</b>		
	The key messages were that budget discussions were underway.		
<b>10.</b>	<b>AOB</b>		
	There was no other business.		
<b>11.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 21 August</b> at 09.15hrs and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b>Apologies:</b></p> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 21 AUGUST 2012**

Present: Caroline Gardner  
Diane McGiffen  
Fiona Kordiak  
Lynn Bradley  
Russell Frith  
Fraser McKinlay

Apologies: Barbara Hurst

In attendance: Angela Cullen joined the meeting in place of Barbara Hurst  
Mark Taylor joined the meeting  
David Blattman joined the meeting for **Item 2, 3 & 4**  
David Hanlon joined the meeting for **Items 2, 3 & 4**  
Ian Metcalf joined the meeting for **Item 5**  
Allan Davie joined the meeting for **Items 6 & 7**

<b>1.</b>	<b>Minutes</b>		
	<p>The minutes of the meeting of 14 August 2012, which had been previously circulated, were approved as an accurate record, subject to minor wording amendment of the second sentence of paragraph 2 of page two, which should read:</p> <p style="padding-left: 40px;">“There was discussion of the potential for a corporate review of the expectations and requirements of the expectations of the core annual audit, best value and performance auditing.”</p>		
<b>2.</b>	<b>2013-14 Budget Discussion</b>		
	<p>Diane introduced further discussion on the 2013 budget by summarising the discussion from the previous week’s Management Team, the subsequent discussion at the Board and the further refinement that had taken place on some of the budget assumptions.</p> <p>David Hanlon introduced the 2013-14 Budget summary document which had been tabled at the Board meeting. Diane provided feedback on the discussion at the Board and on how discussion on local government fees would be progressed with the Accounts Commission.</p> <p>Management Team reviewed in detail the budget proposals from each business group and there was discussion of the options for investing in areas that would support improvement and sustainable business performance. Management Team considered the changes proposed in the 2013/14 budget against the plans business groups had set for 2013/14 last year.</p> <p>Following discussion, it was agreed that there would be</p>		

	<p>investment in three projects that would enhance our ability to deliver audit more efficiently and effectively. These are:</p> <p>ASG project to streamline audit programmes, review mandatory tests and benchmark audit programmes to eliminate duplication or work that does not add value to delivery of the financial audit opinion. This project will begin in the current financial year and £190,000 is allocated in 2013-14 to support it. Fiona will develop a full project brief and bring this to Management Team.</p> <p>Alongside that work, Russell will initially lead a scoping piece of work on a strategic project to review the expectations and products from each part of the audit to ensure that the range of audit activity is properly focused to meet world class standards and the needs of our stakeholders and of, for example, auditing community planning partnerships. This project will begin in current financial year, and Russell will prepare a project brief that may be used to source consultancy support. Russell will bring a draft project brief to Management Team.</p> <p>Lynn will further develop proposals for strengthening business intelligence functions across Audit Scotland. Lynn will bring a discussion paper to Management Team, that will then inform a project brief.</p> <p>The revised staffing proposals for Performance Audit Group were agreed, following discussion, as were those for BVSI and Corporate Services, pending further discussion on Assistant Director posts.</p> <p>It was agreed that David would now prepare a detailed budget for consideration by Management Team and to recommend to the Board at its meeting in September.</p>	<p><b>FK</b></p> <p><b>RF</b></p> <p><b>LB</b></p> <p><b>DH</b></p>	<p><b>Sept 12</b></p> <p><b>Sept 12</b></p> <p><b>Sept 12</b></p> <p><b>Aug 12</b></p>
<b>3.</b>	<b>Workforce Planning &amp; 2013-14 Budget</b>		
	<p>Management Team continued their discussion on the Workforce Planning &amp; 2013-14 Budget, which initial took place on 14 August 2012.</p> <p>Following discussion, it was agreed that David Blattman should revisit the paper with Directors to identify whether, although the proposal would not be adopted in this year, there were elements that could be retained.</p> <p>David Blattman confirmed that the corporate workforce plan would now be finalised and presented to Management Team for approval.</p>	<p><b>DB</b></p>	<p><b>Sept 12</b></p>

4.	<b>Corporate Programmes</b>		
	<p>Lynn introduced the Corporate Programmes report, which had been previously circulated. She outlined the changes that had been made to the report to re-prioritise programmes.</p> <p>Following discussion, it was agreed to continue with the projects that were already approved and to incorporate the business intelligence project into the corporate programmes agenda. Management Team noted that many of the ongoing projects would be completed within the calendar year, and that the organisational capacity to engage with and get involved in the development of projects needed to remain under review.</p> <p>Following discussion, Management Team approved the recommendations set out in appendix B.</p> <p>It was agreed that Diane would discuss with Lynn how the new projects agreed for the 2013//14 budget and corporate programmes could be reflected in the refreshed corporate plan.</p> <p>Lynn agreed to consider options for presenting the programme of projects visually to enable colleagues to understand more easily the sequencing of projects.</p> <p style="text-align: center;"><b><i>David Hanlon and David Blattman left the meeting.</i></b></p>	<b>DMcG</b>	<b>Sept 12</b>
5.	<b>Corporate Performance Report for Quarter 1 (2012 – 2013)</b>		
	<p><b><i>Ian Metcalfe joined the meeting</i></b></p> <p>Lynn introduced the Corporate Performance Report for Quarter 1, which had been previously circulated. She highlighted the progress made since the previous discussion on the report and the areas of data collection and sharing that remained problematic.</p> <p>Following discussion, it was agreed that Management Team would comment directly to Ian or Lynn on any further information for Quarter 1 that should be included in the report and that the discussion on the level of performance for Q1 would be scheduled for 28 August. It was agreed that Directors would discuss and resolve their representatives on the reporting group any remaining issues about data collection, sharing and sign off.</p> <p style="text-align: center;"><b><i>Ian Metcalfe left the meeting</i></b></p>	<b>All</b>	<b>24 Aug 12</b>
6.	<b>Corporate Projects Officer</b>		
	<p><b><i>Allan Davie joined the meeting</i></b></p> <p>Lynn introduced the Corporate Project Officer report, which had</p>		

	<p>been previously circulated.</p> <p>Following discussion, Management Team approved the establishment of a Corporate Projects Officer post at Grade C, to be funded from within the ISG budget, and approved the recruitment process outlined in the report.</p> <p>It was noted that it was important that the postholder could work on more than IT related projects, and Lynn assured the group that this would be managed.</p> <p>It was noted that if the PATH programme was extended to grade C, this post was one that might be considered for inclusion.</p> <p><b><i>Fiona Kordiak and Angela Cullen left the meeting.</i></b></p>		
<b>7.</b>	<b>Update on Thin Client Upgrade</b>		
	<p>Lynn introduced an update report on the Thin Client upgrade, which had been previously circulated.</p> <p>Following discussion, Management Team approved the purchase of 35 thin clients at a cost of £10,584 from the capital budget, for a proof of concept trial.</p> <p>Diane reminded Management Team that the capital budget was already heavily committed for the remainder of the year so any further commitments would have to be carefully considered and prioritised.</p> <p><b><i>Allan Davie left the meeting</i></b></p>		
<b>8.</b>	<b>Appointments of External Auditors to new Police &amp; Fire Authorities</b>		
	<p>Russell introduced a discussion paper on options for the Appointments of External Auditors to new Police &amp; Fire Authorities report, which had been deferred from the previous Management Team meeting on 14 August 2012.</p> <p>Following discussion, Management Team noted the options and process for appointing new auditors and that Russell would consider the matter further and make recommendations to the Auditor General within the scope of existing frameworks and legislation.</p>	<b>RF</b>	<b>Sept 12</b>
<b>9.</b>	<b>Appointments of External Auditors to FE College</b>		
	<p>Russell introduced a discussion paper on the Appointments of External Auditors to FE College report, which had been deferred from the previous Management Team meeting on 14 August 2012.</p>		

	Following discussion, Management Team noted the issues involved in the reorganisation of further education colleges and its potential impact on audit arrangements.		
<b>10.</b>	<b>Emerging issues from our work</b>		
	It was agreed that Fraser would get relevant colleagues together to discuss police related issues.  It was noted that Angela had asked for views by email on responding to the draft procurement bill.	<b>FMcK</b>	<b>Sept 12</b>
<b>11.</b>	<b>Key messages to colleagues</b>		
	The key messages were: <ul style="list-style-type: none"> <li>• Ongoing discussion of the budget and workforce plan</li> <li>• Consideration of the Q1 performance report in its new format</li> <li>• Approval of a pilot project on upgraded thin clients.</li> </ul>		
<b>12.</b>	<b>AOB</b>		
	There was no other business.		
<b>13.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 28 August at 09.15hrs and will be held in the Conference Room at 18GS.</b></li> </ul> <b>Apologies:</b>  <i>Please give your apologies to Caroline Cockburn (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 28 AUGUST 2012**

Present: Caroline Gardner  
Diane McGiffen  
Barbara Hurst  
Lynn Bradley  
Russell Frith  
Fraser McKinlay

Apologies: Fiona Kordiak

In attendance: Mark Taylor joined the meeting in place of Fiona Kordiak.  
David Hanlon joined the meeting for **Items 2, 4 & 5**  
Ian Metcalfe joined the meeting for **Item 3**  
Alex Devlin joined the meeting for **Items 5, 6, 7, 8, 9, & 10**  
James Gillies joined the meeting for **Item 11**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 21 August 2012, which had been previously circulated, were approved subject to amendment on attendees and departures from meeting. It was agreed that the minutes would be recirculate.	<b>DM</b>	<b>Sept 2012</b>
<b>2.</b>	<b>2013-14 Budget Discussion</b>		
	<p><b>David Hanlon joined the meeting</b></p> <p>David Hanlon introduced the paper on 2013/14 Budget discussion, which had been circulated.</p> <p>David and Russell explained the movements in budget assumptions since the previous discussion at Management Team.</p> <p>Following discussion of the proposed budget, the impact on fee reductions and the forecast capital expenditure commitments, Management Team agreed to recommend a budget with the vacancy factor set at 1 per cent for planning purposes and with training and development expenditure increased to £248k and management contingency fund increasing to £250k. It was noted that the SCPA budget would reduce by 3 per cent and the average fee reduction would be 4.35 per cent.</p> <p>It was noted that the budget proposal would set out plans for 2013/14 and projections to 2015/16.</p> <p style="text-align: center;"><b>David Hanlon left the meeting</b></p>		

<b>3.</b>	<b>Corporate Programme Report Quarter 1 (2012-13)</b>		
	<p><b>Iain Metcalfe joined the meeting</b></p> <p>Lynn introduced further discussion on the Corporate Programme Report Quarter 1 by summarising the discussion from the previous week's Management Team meeting. Management Team discussed the performance report for each corporate objective and the performance in quarter 1.</p> <p>Following detailed discussion it was agreed that Management Team would supply Lynn and Iain with any further information or comment for inclusion in the report immediately after the meeting, so that the report could be finalised.</p> <p>Lynn and Iain agreed to make final amendments to the report and prepare a covering report for the Board for review by 7 September.</p> <p>Management Team noted the progress made in the evolution of the new performance reporting system and noted the plans to include further data for quarter 2. Diane stressed the need for Management Team to ensure that Lynn and Iain are supplied with business group data and comment approved by Directors in line with the reporting timescale.</p> <p style="text-align: center;"><b><i>Iain Metcalfe left the meeting</i></b></p>	<p><b>All</b></p> <p><b>LB/IM</b></p>	<p><b>Immediate</b></p> <p><b>7 Sept 2012</b></p>
<b>4.</b>	<b>Company Credit Cards</b>		
	<p><b>David Hanlon joined the meeting</b></p> <p>David Hanlon introduced the Company Credit Cards report, which had been previously circulated. He outlined the purpose of the report which was to invite Management Team to authorise the issuing of cards or amendment of credit limits, as set out in the report. David highlighted the recent internal audit report which recommended increasing the availability of cards to avoid the need for some departments to use cards held by others.</p> <p>Following discussion, Management Team approved the issue of new credit cards to the Auditor General for Scotland, the HR &amp; OD Manager and the Communications Manager with limits of £5,000, £1,500 and £500 respectively and approved an increased credit limit for the ISG manager from £3,000 to £5,000.</p> <p>It was agreed that Management Team would receive an annual report at the year end on the use and management of credit cards.</p>	<p><b>DH</b></p>	<p><b>Sept 2012</b></p>

<b>5.</b>	<b>Payment and Banking Arrangements</b>		
	<p>David Hanlon introduced the Payment and Banking Arrangements report, which had been previously circulated.</p> <p>Following discussion, Management Team agreed to increase the list of bank signatories to include all Management Team members and amend the list of signatures lodges with the Bank of Scotland to include all Management Team members.</p> <p style="text-align: center;"><i>David Hanlon left the meeting</i></p>	<b>DH</b>	<b>Sept 2012</b>
<b>6.</b>	<b>Data Protection Policy</b>		
	<p><b>Alex Devlin joined the meeting</b></p> <p>Alex Devlin joined the meeting and introduced the Data Protection Policy, which had been previously circulated.</p> <p>Following discussion, Management Team approved the policy for recommendation to the Board.</p>	<b>AD</b>	<b>Sept 2012</b>
<b>7.</b>	<b>Complaints Handling Arrangements</b>		
	<p>Alex Devlin introduced the Complaints Handling Arrangements report, which had been previously circulated.</p> <p>Alex detailed the changes proposed to the complaints procedures. Following discussion. Management Team approved the proposed arrangements subject to amendment to the paragraphs on complaining about judgements and to the insertion of information about complaining about the judgements taken by the Auditor General for Scotland or the Controller of Audit and the role of judicial review.</p> <p>Following those amendments it was agreed that Diane and Alex would brief the Chair of the Accounts Commission on the proposed changes before taking the proposals to the Board.</p> <p>Management Team commended Alex and the team on the clarity of the documents produced.</p>	<b>AD</b>	<b>Sept 2012</b>
<b>8.</b>	<b>Freedom of Information Policy</b>		
	<p>Alex Devlin introduced the Freedom of Information Policy, which had been previously circulated.</p> <p>Following discussion, Management Team approved the revised policy for recommendation to the Board.</p>	<b>AD</b>	<b>Sept 2012</b>

<b>9.</b>	<b>Unacceptable Actions by Complainants' Policy</b>		
	Alex Devlin introduced the Unacceptable Actions by Complainants' Policy, which had been previously circulated.  Following discussion, Management Team approved the revised policy.		
<b>10.</b>	<b>Whistleblowing Booklets</b>		
	Alex Devlin introduced the Whistleblowing Booklets report, which had been previously circulated.  Following discussion, MT approved the revised documents for publication on the website.  <i>Alex Devlin left the meeting</i>	<b>AD</b>	<b>Sept 2012</b>
<b>11.</b>	<b>Updating Media Policies</b>		
	<b>James Gillies joined the meeting</b>  James Gillies joined the meeting and introduced the report on updating media policies, which had been previously circulated.  Following discussion, Management Team approved the proposals in the report to improve consistency in responding to media requests and to consider options for making more of the audit work.  <i>James Gillies left the meeting</i>		
<b>12.</b>	<b>Public Sector Internal Audit Standards</b>		
	Russell introduced the Public Sector Internal Audit Standards report, which had been previously circulated.  Following discussion, it was agreed to submit the proposed response, subject to adding a statement about the value of strong internal audit.	<b>RF</b>	<b>September 2012</b>
<b>13.</b>	<b>Data Incident/Loss</b>		
	<b>Alex Devlin joined the meeting</b>  Alex introduced the paper on a recent data incident. Management Team noted the report and the action taken.		
<b>14.</b>	<b>Data Protection Legislation Update</b>		
	Alex introduced the Data Protection Legislation Update which had been circulated. MT noted the proposed changes to legislation.		

<b>15.</b>	<b>Freedom of Information</b>		
	Alex Devlin introduced his update report on the Freedom of Information compliance audit. MT noted the update.		
<b>16.</b>	<b>Emerging Issues from our Work</b>		
	Fraser and Barbara introduced proposals to change the discussion of Accounts Commission papers at Management Team.  Management Team approved the changes which meant draft agendas would be circulated and reports considered by exception. The revised process would benefit colleagues preparing papers for the Commission.		
<b>17.</b>	<b>Key messages to colleagues</b>		
	The key messages were: <ul style="list-style-type: none"> <li>• Ongoing consideration of the budget</li> <li>• New performance management system</li> <li>• New complaints procedure.</li> </ul>		
<b>18.</b>	<b>AOB</b>		
	There was no other business.		
<b>19.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 4 September</b> at 09.15hrs and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <b>Apologies:</b>  <b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b>		



	<p>learned from the successful Three to Two office moves. David Hanlon updated Management Team on the commitments and pressure on this year's capital budget.</p> <p>Lynn advised Management Team that she would like Management Team to consider the phasing of mobile phone replacement. It was agreed that Lynn would prepare a paper on options for mobile phone refresh and David would provide an updated paper on capital commitments.</p> <p><b><i>Dave McConnell and David Hanlon left the meeting</i></b></p>	<p><b>DMcC</b></p> <p><b>LB</b></p> <p><b>DH</b></p>	<p><b>Sept 2012</b></p> <p><b>Sept 2012</b></p>
<b>3.</b>	<b>Internal Audits</b>		
	<p>Alex Devlin joined the meeting and introduced the internal audit reports, which had all been previously circulated.</p> <ul style="list-style-type: none"> <li>• Business Continuity Plan &amp; It Disaster Recovery</li> <li>• Quality Management</li> </ul> <p>Following discussion, Management Team noted the assurances provided by the internal audit reports and approved the management responses for submission to the Audit Committee at its next meeting. Management Team noted the remaining work in the internal audit programme, and agreed to continue to provide Diane with feedback on engagement with the programme.</p>		
<b>4.</b>	<b>Audit Recommendations</b>		
	<p>Alex Devlin introduced the Audit Recommendations report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the progress reflected in the report, and subject to an update at 1.4, approved the report for submission to the Audit Committee at its next meeting.</p> <p><b><i>Alex Devlin left the meeting</i></b></p>	<b>AD</b>	<b>Sept 2012</b>
<b>5.</b>	<b>Information Governance Group - Minutes</b>		
	<p>Lynn introduced the Information Governance Group Minutes dated 16 August 2012, which had been previously circulated.</p> <p>Management Team noted the progress the IGG was making on information security, knowledge and records management. During discussion, it was agreed that Management Team would welcome a stronger business focus on IT strategy and implementation, and it was agreed that Lynn would prepare options for discussion for a future meeting.</p>	<b>LB</b>	<b>Oct 2012</b>

6.	<b>End of Audit Administrative Arrangements</b>		
	<p>Russell introduced the report on End of Audit Administrative Arrangements, which had been circulated.</p> <p>Following discussion, Management Team welcomed and approved the improved arrangements.</p> <p>Management Team noted that Russell would prepare a report on recruitment in Audit Strategy and would communicate the revised administrative arrangements through planning guidance for the 2012-13 audits, to be issued in September.</p>	<b>RF</b>	<b>Sept 2012</b>
7.	<b>Communications Digest – September Preview &amp; Team Brief</b>		
	<p>James Gillies joined the meeting and introduced the Communications Digest for September and the Team Brief, which had been previously circulated.</p> <p>James also tabled the current publication schedule and highlighted some phasing and programme issues from March 2013. Management Team noted the programme and that Barbara would be discussing the programme of performance audits with Caroline.</p> <p>Management Team also discussed the range of evidence and submissions provided to parliamentary committees, and it was agreed that James should include these calls for evidence in the Communications Digest and that Fraser would raise awareness of the existing protocol for co-ordinating responses through Bob Leishman.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>	<b>JG/F MK</b>	<b>Immediate</b>
8.	<b>Accounts Commission Strategy</b>		
	<p>Paul Reilly joined the meeting and introduced the draft Accounts Commission strategy, which had been previously circulated.</p> <p>Paul explained the development of the strategy and the Chair of the Accounts Commission's desire to seek Management Team feedback. Management Team welcomed the invitation to comment on the strategy.</p> <p>Following discussion, Management Team agreed that it would be useful for the Accounts Commission to identify a clear set of priorities, and recognised that these would be developed in discussion at the next Accounts Commission meeting.</p> <p>Management Team discussed the context in which the Accounts Commission is developing its strategy that of reducing the cost of audit and the impact of new requirements on existing programmes of work.</p>		

	Management Team recognised that this area will need further discussion with the Accounts Commission once its priorities have been considered further, and gave detailed comments to Paul.		
<b>9.</b>	<b>Accounts Commission Annual Report</b>		
	Paul Reilly introduced the Accounts Commission Annual Report, which had been previously circulated, and outlined the process for developing the Annual report. Management Team provided feedback on the report and it was noted that a discussion on the timing of annual reporting would be welcome.  <i>Paul Reilly left the meeting</i>		
<b>10.</b>	<b>Code of Conduct</b>		
	Alex Devlin joined the meeting and introduced the Code of Conduct for Members of Audit Scotland, which had been previously circulated.  Following discussion, Management Team welcomed the revisions to the Code in line with those recently made for the staff code of conduct and to update some sections to enhance transparency.  Management Team noted that the draft code would be discussed at the Audit Committee at its next meeting.  <i>Alex Devlin left the meeting</i>		
<b>11.</b>	<b>Emerging issues from our work</b>		
	Fraser provided feedback on a recent meeting with the Scottish Government and Solace which he and the Chair of the Accounts Commission had attended, and which had included consideration of economic development and welfare reform.  Fraser provided an update on Section 22 considerations.  Barbara provided an update on a potential data loss.		
<b>12.</b>	<b>AOB</b>		
<b>12.1</b>	<b>Accountable Officer</b> Diane tabled copies of the letter from the SCPA appointing Caroline Gardner as Accountable Officer.		
<b>13.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li><b>Tuesday, 11 September at 09.15hrs and will be held in the Conference Room at 18GS.</b></li> </ul>		

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**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 11 SEPTEMBER 2012**

Present: Caroline Gardner  
Diane McGiffen  
Barbara Hurst  
Russell Frith  
Fraser McKinlay  
Fiona Kordiak

Apologies: Lynn Bradley

In attendance: David Hanlon joined the meeting for **Item 2 and 3**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 4 August 2012, which had been previously circulated, were approved as an accurate record. It was noted that the mobile phone refresh would be considered in October.		
<b>2.</b>	<b>2013/14 Budget – Draft SCPA submission and Fee Strategy</b>		
	<p><b>David Hanlon joined the meeting</b></p> <p>David introduced the draft SCPA budget submission and fee strategy which had been previously circulated.</p> <p>Following discussion, Management Team agreed to recommend the proposal to the Board, subject to final drafting amendments.</p> <p>Russell introduced the Fee Strategy, which would be considered for information by the Accounts Commission and SCPA.</p> <p>Management Team agreed to recommend the strategy to the Board, subject to final drafting amendments, which were discussed.</p>		
<b>3.</b>	<b>Business Support Staff</b>		
	<p>David Hanlon introduced the paper on business support staff, which had been previously circulated. Following discussion of the current transition to the new structure for business support, MT noted</p> <ul style="list-style-type: none"> <li>• The job evaluation results for the Business Support Co-ordinator at grade D</li> <li>• The job evaluation results for the business support officer role at grade B</li> </ul> <p>and agreed</p> <ul style="list-style-type: none"> <li>• To recruit two w.t.e. grade B business support officer, and up to a further two in the event of VERA departures from current grade B roles.</li> </ul>		

	<b><i>David Hanlon left the meeting</i></b>		
<b>4.</b>	<b>Recruitment opportunities in Audit Strategy</b>		
	<p>Russell introduced his paper on recruitment in Audit Strategy, which had been previously circulated.</p> <p>Following discussion, MT approved internal recruitment as a career development opportunity to the Manager role in Audit Strategy, in addition to the business support role approved under item 3.</p> <p>MT congratulated John Gilchrist on his appointment to Audit Executive with the Saint Helena Audit Service in St Helena for two years.</p>		
<b>5.</b>	<b>Internal Audit 2012/13</b>		
	<p>Diane introduced the internal audit report on IT strategy, which had been previously circulated.</p> <p>MT noted the report, recommendations and management comment and approved it for consideration by the audit committee.</p>		
<b>6.</b>	<b>Risk Register Update</b>		
	<p>Russell introduced his report updating the corporate risk register, which had been previously circulated.</p> <p>Following discussion, MT approved the register for circulation to the Audit Committee, subject to drafting amendments.</p> <p>It was agreed that MT would have a detailed discussion on risk appetite in advance of the Board strategy session.</p>	<b>DMcG</b>	<b>October 2012</b>
<b>7.</b>	<b>Policy on non-audit services by Audit Scotland's External Auditors</b>		
	<p>Russell introduced his report on the provision of non-audit services by Audit Scotland's external auditors, which would be considered by the Audit Committee.</p> <p>Following discussion, it was agreed that the policy to be considered by the Audit Committee should permit audit-related services but not "other non-audit services."</p> <p>Russell agreed to revise the draft report for consideration by the Audit Committee.</p>	<b>RF</b>	<b>September 2012</b>
<b>8.</b>	<b>PAC business planning session</b>		
	Caroline, Barbara and Fraser shared feedback from the recent business planning session of the Public Audit Committee.		

<b>9.</b>	<b>Emerging issue from our work</b>		
	MT discussed a number of issues emerging from recent audit work.		
<b>10.</b>	<b>Key messages to colleagues</b>		
	The key messages are: <ul style="list-style-type: none"> <li>• Ongoing budget discussion</li> <li>• Business support and audit strategy recruitment</li> </ul>		
<b>11.</b>	<b>AOB</b>		
<b>11.1</b>	<b>UK Audit Agencies</b> Diane provided feedback on a recent meeting of heads of corporate functions at the UK audit agencies.		
<b>12.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 18 September at 09.15hrs and will be held in the Conference Room at 18GS.</b></li> </ul> <b>Apologies:</b>  <i>Please give your apologies to Caroline Cockburn (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 2 OCTOBER 2012**

Present: Caroline Gardner  
Diane McGiffen  
Russell Frith  
Fraser McKinlay  
Fiona Kordiak  
Lynn Bradley

Apologies: Barbara Hurst

In attendance: Angela Canning joined the meeting in place of Barbara Hurst.  
James Gillies joined the meeting for **Item 2 and 4**.  
David Blattman and Jennie Slessor joined the meeting for **Item 3**  
David Blattman joined the meeting for **Item 5 & 6**  
Jennie Slessor joined the meeting for **Item 6**  
Paul Reilly joined the meeting for **Item 7**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 18 September 2012, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Communications Digest &amp; Team Brief</b>		
	<p><b><i>Angela Canning and James Gillies joined the meeting.</i></b></p> <p>James Gillies introduced the October preview of the Communications Digest and Team Brief, which had previously been circulated.</p> <p>Following discussion, it was agreed that Fiona would review potential for reporting some of the issues from the audits of central government and NDPB's and report back to MT.</p> <p>Following discussion, Management Team noted the Communications Digest and approved the team brief.</p> <p style="text-align: center;"><b><i>James Gillies left the meeting</i></b></p>	FK	October 2012
<b>3.</b>	<b>Workforce Plan &amp; Recruitment Strategy</b>		
	<p><b>David Blattman and Jennie Slessor joined the meeting.</b></p> <p>David introduced the Workforce Plan and Recruitment Strategy report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the plan in principle and requested that David and the team work further on the presentation of the data.</p>		

	<p>MT thanked David and Jennie for their work to bring this stage of the workforce planning process to a successful conclusion.</p> <p>MT approved the proposals to revise the approval process for recruitment now that the workforce plan was complete and the progress towards reducing the cost of audit was being maintained. It was agreed that recruitment within the limits of the plan would now be internally and externally advertised, and that recruitment proposals beyond the limits of the plan would require a report for approval by Management Team.</p> <p><b><i>David Blattman and Jennie Slessor left the meeting.</i></b></p>		
<b>4.</b>	<b>External Engagement Strategy</b>		
	<p><b><i>James Gillies joined the meeting.</i></b></p> <p>Fraser McKinlay introduced the External Engagement Strategy report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the general principles of the draft strategy and it was agreed that Fraser would prepare a final draft taking on board agreed comments and allocating lead responsibilities.</p> <p><b><i>Caroline Gardner and James Gillies left the meeting.</i></b></p>	<b>FMK</b>	<b>October 2012</b>
<b>5.</b>	<b>Re: Connect Conferences</b>		
	<p>David Blattman rejoined the meeting and introduced the Re:Connect Conferences report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the outline proposals and it was agreed that Diane would inform Assistant Directors of the plan by email and issue an invite to colleagues by the end of the week.</p>	<b>DM</b>	<b>5 October 2012</b>
<b>6.</b>	<b>Best Companies Survey -2012-13</b>		
	<p>Jennie Slessor rejoined the meeting and introduced the Best Companies Survey 2012-13 report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the timetable for the Best Companies survey.</p> <p><b><i>David Blattman and Jennie Slessor left the meeting</i></b></p>		

<b>7.</b>	<b>Accounts Commission Agenda (18 October 2012)</b>		
	Fraser introduced the Accounts Commission Agenda and report which had been previously circulated. Following discussion, Management Team agreed to the proposed arrangements for discussion the Accounts Commission agenda, and reviewed and discussed the key issues likely to be discussed on the October agenda.		
<b>8.</b>	<b>Young Scotland and Northern Ireland Programme</b>		
	<p>Fiona Kordiak introduced the Young Scotland and Northern Ireland Programme, which had been previously circulated, with a view to seek Management Team's approval on a possible nominee.</p> <p>Following discussion, Management Team agreed to approve two participants, one from Audit Services Group and one from Best Value and Scrutiny Improvement.</p> <p>It was agreed that Fiona and Fraser would inform the successful applicants of their participation.</p>		
<b>9.</b>	<b>Integrated Resources Advisory Group (Nominee)</b>		
	<p>Fiona introduced the Integrated Resources Advisory Group correspondence, which had been previously circulated.</p> <p>Following discussion, Management Team noted that Fiona would accept this invitation to join the Integrated Resources Advisory Group.</p>		
<b>10.</b>	<b>2013 Proposed Meeting Dates (MT &amp; Leadership Group)</b>		
	<p>Diane introduced the 2013 proposed meeting dates for Management Team and Leadership Group meetings, which had been previously circulated.</p> <p>Following discussion, it was agreed that the Leadership Group should meet on the third Tuesday of every month and not the fourth. Management Team agreed the 2013 meetings dates, subject to this change.</p>		
<b>11.</b>	<b>Emerging issue from our work</b>		
	MT agreed to revise this standing agenda item to one focusing on Strategic Issues and that the current issues for discussion would include the Scotland Act and CPP auditing.		

<b>12.</b>	<b>AOB</b>		
<b>12.1</b>	<b>Health Sector Priorities</b> Fiona introduced a discussion on the Health Sector Priorities and Risks framework and it was agreed that she should arrange to discuss this with Caroline.	<b>FK</b>	<b>October 2012</b>
<b>12.2</b>	<b>All Sector Meeting</b>		
	Russell advised MT of the All Sector meeting on 23 <sup>rd</sup> October 2012. MT discussed the format of the meeting and it was agreed that Russell would consider the agenda and format of the meeting to ensure it encouraged discussion and dialogue on major auditing issues.	<b>RF</b>	<b>October 2012</b>
<b>13.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li><b>Tuesday, 9 October at 09.15hrs and will be held in the Conference Room at 18GS.</b></li> </ul> <p><b>Apologies:</b> 02.10.12      BH</p> <p><i>Please give your apologies to Caroline Cockburn (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 9 OCTOBER 2012**

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

Apologies: None

In attendance: Paul Reilly joined the meeting for *Item 2*  
John Gilchrist joined the meeting for *Item 5*

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 2 October 2012, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Accounts Commission Dialogue with Scottish Government</b>		
	<p>Paul Reilly joined the meeting and introduced the Accounts Commission Dialogue with Scottish Government report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the range of areas that Ministers have indicated to public bodies, including the Accounts Commission, in which they expect continuous improvement. There was discussion of the Accounts Commission's role and the distinction between that and Audit Scotland's role, particularly on questions of resource use. There was also discussion of the balance to be struck between operating as a public body and maintaining the independence of audit.</p> <p style="text-align: center;"><b><i>Paul Reilly left the meeting.</i></b></p>		
<b>3.</b>	<b>Developing the role of the Strategic Scrutiny Group</b>		
	<p>Fraser McKinlay provided an update on the role of the Strategic Scrutiny Group and the current discussions about how that might evolve.</p> <p>Management Team noted that Fraser would bring a fuller discussion paper to the next Management Team meeting.</p>	<b>FMK</b>	<b>October 2012</b>
<b>4.</b>	<b>West of Scotland Office - Update</b>		
	Diane updated Management Team on progress with individual consultations on the West of Scotland office move.		

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5.	<b>Review of Audit Service Quality Surveys</b>		
	<p><b><i>John Gilchrist joined the meeting.</i></b></p> <p>Russell introduced his report on the Review of Audit Service Quality Surveys, which had been previously circulated.</p> <p>Following discussion, Management Team noted the proposals about revisions to the quality survey. There was a wider discussion about the sources of information on the quality of the audit, the quality of auditors and the views of clients and it was agreed that Russell would consider some of the options for new or more co-ordinated approaches in his paper on quality arrangements which Management Team would consider before the end of the year.</p> <p>Management Team congratulated John on his forthcoming appointment to support financial in St Helena and thanked him for his work in Audit Strategy.</p> <p style="text-align: center;"><b><i>John Gilchrist left the meeting.</i></b></p>	<b>RF</b>	<b>Dec 2012</b>
6.	<b>Strategic Updates</b>		
	Management Team discussed emerging issues in relation to the Scotland Act, Community Planning Partnership audits and forthcoming evidence sessions in Parliament.		
7.	<b>AOB</b>		
	There was discussion of the forthcoming all sector meeting for appointed auditors.		
8.	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 30 October</b> at 09.15hrs and will be held in the <b>East Kilbride.</b></li> </ul> <p><b>Apologies:</b> 02.10.12      BH</p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 6 NOVEMBER 2012**

Present: Caroline Gardner  
Diane McGiffen  
Barbara Hurst  
Fraser McKinlay (except item 2)  
Lynn Bradley

Apologies: Fiona Kordiak  
Russell Frith

In attendance: James Gillies joined the meeting for **item 2**.  
Alex Devlin joined the meeting for **item 3**.  
David Hanlon joined the meeting for **Item 4, 5 & 6**  
Allan Davie joined the meeting for **Item 5**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 30 October 2012, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Communications Digest and Team Brief</b>		
	<p><b><i>Fraser McKinlay was not at the meeting for this item.</i></b></p> <p><b><i>James Gillies joined the meeting.</i></b></p> <p>James Gillies joined the meeting and introduced the Communications Digest – November preview report which had been previously circulated.</p> <p>Management Team discussed the report, and reviewed the media coverage and responses to recently published reports, including Managing Performance: are you getting it right?, Scotland’s colleges: current finances, future challenges and NHS financial performance 2011/12.</p> <p>Management Team discussed the evidence session on the Draft Local Audit Bill and agreed to consider some of these issues further with the Leadership Group in early 2013.</p> <p>Management Team discussed the recent rulings on equal pay and the range of reports issued by the National Audit Office.</p> <p>It was agreed that Management Team should provide any comments direct to James or Fiona McCall after the meeting on the Team Brief.</p>	<b>All</b>	<b>07.11.12</b>

	<b><i>James Gillies left the meeting.</i></b>		
<b>3.</b>	<b>Audit Opinions and Judgements</b>		
	<p><b><i>Alex Devlin joined the meeting.</i></b></p> <p>Alex Devlin joined the meeting and introduced his report on handling challenges to audit opinions and judgements which Management Team had requested when approving the new complaints handling procedures.</p> <p>Following discussion, Management Team thanked Alex for the report, and agreed that the information in the report should be used to inform colleagues handling complaints and correspondence of the judicial processes for considering complaints about audit judgements, but that no supplementary processes needed to be added to the complaints handling process that had been approved.</p> <p>Management Team noted that the complaints process had not yet been launched, pending discussions with the Accounts Commission which were due to conclude shortly.</p> <p style="text-align: center;"><b><i>Alex Devlin left the meeting.</i></b></p>		
<b>4.</b>	<b>Financial Summary – 6 months to 30 September 2012</b>		
	<p><b><i>David Hanlon joined the meeting.</i></b></p> <p>David Hanlon joined the meeting and introduced the financial summary for the 6 months to 30 September 2012, which had been previously circulated.</p> <p>David outlined the headline results for the six month to September 2012 and outlined the key areas where there were variances against budget.</p> <p>Management Team discussed the report in detail, and noted that David would be preparing a year end forecast over the next week and would require detailed input from each Director.</p> <p>Management Team noted the current position and agreed that as part of the forecasting exercise each Director would consider their detailed recruitment proposals, and the potential to accelerate these before December; the opportunity to accelerate investment in the corporate projects prioritised to help develop different ways of working or products, including the project to streamline audit, to review the expectations of audit products and the development of a business intelligence function.</p> <p>Management Team agreed to recommend to the Board that a further VERA scheme be launched before the end of the year, and to consider fee rebates including the EYF bid recently</p>		

	recommended for approval by the SCPA.		
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5.	<b>Corporate Performance Report for Quarter 2, 2012/13</b>		
	<p>Lynn Bradley introduced the Corporate Performance Report for Quarter 2 2012/13, which had been previously circulated. Lynn reminded Management Team that the performance management system would continue to evolve throughout the year and that discussion and feedback was welcome on both the messages in the report and on the performance reporting style and content. Lynn updated Management Team on developments since the Quarter 1 report, including a master-class on performance reporting and data presentation held in October, and progress on the specification of an electronic performance management system.</p> <p>Management Team reviewed the report in detail and noted the progress made during Quarter 2. It was agreed that:</p> <ul style="list-style-type: none"> <li>• Corporate Objective 2.1 – Directors should work with Lynn to develop the commentary and information reported on this indicator to represent more consistently across the business the work underway and to support a better understanding of the position on delivery at the half way point of the year. It was agreed that the current performance details under-played the volume of activity during Q2.</li> <li>• Corporate Objective 3.2 – it was agreed that further information should be provided on the business intelligence development in this section.</li> <li>• Following a full year of reporting on the system, the range of indicators would be reviewed, in particular on corporate objective 3.5</li> <li>• Options for discussing the management of risk in each business group should be considered further.</li> </ul> <p>It was agreed that Lynn would revise the report and it would be considered again at the next Management Team meeting alongside the key messages for the Board.</p>	<p><b>All</b></p> <p><b>LB</b></p> <p><b>All</b></p> <p><b>All</b></p> <p><b>LB</b></p>	<p><b>Immediate</b></p> <p><b>Immediate</b></p> <p><b>May 2013</b></p> <p><b>Dec 2012</b></p> <p><b>Nov 2012</b></p>
6.	<b>Thin Client Replacement</b>		
	<p><b><i>Allan Davie joined the meeting.</i></b></p> <p>Allan Davie joined the meeting and introduced his paper on Thin Client Replacement, which had been previously circulated. Management Team discussed the report in detail, and discussed the options for replacing thin clients, fitting out the new Glasgow office, reducing the ICT inventory and the links between thin client replacement and the options for a new telephony system.</p> <p>Following discussion, Management Team approved the purchase of up to 300 thin clients up to a value of £90,720, including VAT. David Hanlon confirmed that this could be accommodated within the capital budget.</p>		

	<p>It was agreed that Lynn would circulate the more detailed analysis of the specification and performance of the thin client options to Management Team members.</p> <p>It was also agreed that Lynn should develop a corporate template for IT proposals to promote best practice in presenting business cases. Lynn agreed to set targets for the IT inventory as part of the refresh of the ICT strategy.</p> <p style="text-align: center;"><b><i>Allan Davie and David Hanlon left the meeting.</i></b></p>	<b>LB</b>	<b>Dec 2012</b>
<b>7.</b>	<b>Leadership Group draft agenda</b>		
	MT approved the draft agenda for the Leadership Group meeting on 13 November 2012.		
<b>8.</b>	<b>Strategic Issues</b>		
<b>8.1</b>	<b>Community Planning Partnerships</b> Fraser provided a brief update on recent developments in the audit of community planning partnerships.		
<b>8.2</b>	<b>The Scotland Act</b> In Russell's absence, Caroline provided an update on the evidence session with the Public Audit Committee in November.		
<b>9.</b>	<b>AOB</b>		
	MT discussed the Re:Connect Conferences and secondment opportunities.		
<b>10.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 13 November</b> at <b>09.15hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b>Apologies:</b> <b>06.11.12      RF &amp; FK</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 13 NOVEMBER 2012**

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

Apologies: None

In attendance: David Blattman joined the meeting for **items 4, 5 & 6.**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 6 November 2012, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Re:Connect</b>		
	<p>Management Team discussed the recent Re: Connect events and reflected on the key themes that had emerged, the useful insights gained into the highs and lows of the past year and the emerging consensus on the key qualities to value at Audit Scotland. It was agreed that Diane would summarise these and highlight how we would progress some of the actions on which improvement could readily be made and share that will all colleagues this week.</p> <p>Management Team also recorded its thanks to the team from Corporate Services who had planned, organised and delivered the events and all the supporting material.</p> <p>Management Team agreed to continue to find opportunities to bring colleagues together across the business at appropriate points in the year.</p>	<b>DMcG</b>	<b>Nov 2012</b>
<b>3.</b>	<b>Initial discussion on scope of review of audit products and expectations.</b>		
	<p>Russell introduced his report on the scope of review of audit products and expectations, which had been previously circulated.</p> <p>Following discussion, it was agreed that Russell would revise the draft document to reflect the areas discussed and update Management Team of arrangements to progress the project quickly.</p>	<b>RF</b>	<b>Nov 2012</b>

<b>4.</b>	<b>Pay Policy 2013-14</b>		
	<p><b><i>David Blattman joined the meeting.</i></b></p> <p>David introduced the Pay Policy 2013-14 report which had been previously circulated.</p> <p>Following discussion, Management Team agreed to present the report and recommendations to the Remuneration Committee at its next meeting.</p>	<b>DB</b>	<b>Nov 2012</b>
<b>5.</b>	<b>Conclusion of Reward Negotiations with PCS Union 2012-13</b>		
	<p>David introduced the conclusion of reward negotiations with PCS Union 2012-13 report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the areas of agreement with PCS and the ongoing areas of concern for PCS, and agreed to recommend the proposals to the next meeting of the Remuneration Committee.</p>	<b>DB</b>	<b>Nov 2012</b>
<b>6.</b>	<b>Job Evaluation</b>		
	<p>Management Team considered and approved the outcome of a job evaluation exercise. There is a confidential minute of the discussion and decision.</p> <p style="text-align: center;"><b><i>David Blattman left the meeting</i></b></p>	<b>DMcG</b>	
<b>7.</b>	<b>Financial Audit and Assurance Committee</b>		
	Management Team noted the agenda for the Financial Audit and Assurance Committee meeting of 29 November 2012, which had been previously circulated.		
<b>8.</b>	<b>PATH Programme Update</b>		
	<p>Fiona Kordiak introduced the PATH Programme Update report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the progress being made through the PATH scheme and agreed that:</p> <ul style="list-style-type: none"> <li>• Fiona should prepare criteria for admitting existing postholders to the PATH scheme.</li> <li>• Directors should consider which posts in forthcoming recruitment rounds should be designated as part of the PATH programme.</li> </ul>	<p><b>FK</b></p> <p><b>All</b></p>	<p><b>Jan 2012</b></p> <p><b>Nov 2012</b></p>

<b>9.</b>	<b>Corporate Programmes Progress Report</b>		
	<p>Lynn introduced the Corporate Programmes Progress Report, which had been previously circulated.</p> <p>Following discussion, Management Team thanked Lynn for the update report and it was agreed that:</p> <ul style="list-style-type: none"> <li>• The options for the corporate time recording system be considered alongside the report from Russell on costing in December, so that the next steps that will support better business analysis can be discussed and agreed. Lynn and Russell agreed to meet to discuss the issues.</li> <li>• Options for compiling a programme of best value or efficiency reviews as part of the corporate plan refresh should be considered.</li> </ul>	<p><b>LB/RF</b></p> <p><b>LB</b></p>	<p><b>Dec 2012</b></p> <p><b>Dec 2012</b></p>
<b>10.</b>	<b>Corporate Performance Report for Quarter 2, 2012-13</b>		
	<p>Lynn introduced the Corporate Performance Report for Quarter 2, 2012-13, which had been previously circulated.</p> <p>Following discussion, Management Team noted the revisions that had been made to the report since the previous meeting, following initial consideration of it, and Lynn agreed to incorporate some final minor amendments before sharing the report with the Board.</p>	<b>LB</b>	<b>Nov 2012</b>
<b>11.</b>	<b>Impact Report – Quarter 2</b>		
	<p>Lynn introduced the Impact Report for quarter two, which had been previously circulated.</p> <p>Following discussion, Management Team agreed to schedule a more detailed discussion on measuring impact and the links between the impact framework and the audit risk framework at a future meeting.</p>	<b>LB</b>	<b>Nov/ Dec 2012</b>
<b>12.</b>	<b>Strategic Issues</b>		
<b>12.1</b>	<b>The Scotland Act</b> Management Team discussed developments since the previous meeting.		
<b>12.2</b>	<b>Community Planning Partnerships</b> Management Team discussed developments since the previous meeting.		
<b>12.3</b>	<b>Public Audit Arrangements</b> Management Team discussed developments since the previous meeting.		

<b>13.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are:</p> <ul style="list-style-type: none"> <li>• MT thoughts on the Re:Connect conferences.</li> </ul>		
<b>14.</b>	<b>AOB</b>		
<b>14.1</b>	<p><b>Forthcoming PAD Cycle</b>  Management Team discussed the advice to be issued for the forthcoming PAD cycle.</p>		
<b>14.2</b>	<p><b>HMICs</b>  Management Team discussed the scope for joint working with HMICs.</p>		
<b>14.3</b>	<p><b>Government Statistical Services</b>  Lynn advised Management Team of the possibility of joint training sessions and secondments with the Government Statistical Service.</p>		
<b>15.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 20 November</b> at <b>09.15hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b>Apologies: None</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 20 NOVEMBER 2012**

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

Apologies: None

In attendance: Gillian Woolman joined the meeting for **Item 5**  
Mark Taylor and Angela Canning joined the meeting for **Item 6**  
David Hanlon joined the meeting for **Items 7 & 8**

<b>1.</b>	<b>Minutes</b>		
	The minutes of the meeting of 13 November 2012, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Corporate Plan</b>		
	Management Team discussed the range of opinions and comments received from colleagues at Re:Connect and other key influences on the priorities for Audit Scotland in 2013, including the Accounts Commission's strategy. It was agreed that at the next meeting, Management Team would agree the key priorities for 2013, to provide greater focus on impact and quality and to respond to the desire for fewer and clearer priorities.	<b>All</b>	<b>Dec 2012</b>
<b>3.</b>	<b>Welfare Reform Update</b>		
	Russell introduced the Welfare Reform update report, which had been previously circulated.  This item was deferred to 4 December meeting when it would be possible for Anne Cairns to attend and present the report to Management Team.  <i>Fiona Kordiak left the meeting</i>	<b>RF/ AC</b>	<b>4 Dec 2012</b>
<b>4.</b>	<b>Register of Hospitality &amp; Gifts</b>		
	Diane introduced the Register of Hospitality & Gifts report, which had been previously circulated.  Following discussion, Management Team agreed that hospitality declined should be recorded and reported in addition to the	<b>DMcG</b>	<b>Nov 2012</b>

	existing requirements, and that this would be recommended to the Board at its next meeting.		
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<b>5.</b>	<b>Current Audit Issues in Councils</b>		
	<p><b><i>Gillian Woolman joined the meeting.</i></b></p> <p>Gillian Woolman joined the meeting and introduced the Current Audit Issues in Councils report, which had been previously circulated.</p> <p>Following detailed discussion of the issues facing councils and the emerging focus of the local government overview report, Management Team thanked Gillian and noted the report.</p> <p><b><i>Gillian Woolman left the meeting.</i></b></p>		
<b>6.</b>	<b>External Engagement</b>		
	<p><b>Mark Taylor and Angela Cullen joined the meeting.</b></p> <p>Fraser introduced the External Engagement report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the direction and approach in the engagement strategy for the Scottish Government and Parliament and it was agreed that the reports would be finalised following the discussion and that the early priorities would be developing engagement around the core themes identified.</p> <p><b><i>Mark Taylor and Angela Canning left the meeting.</i></b></p>	<b>FMcK</b>	<b>Dec 2012</b>
<b>7.</b>	<b>Financial Results – 7 months to 31 October 2012</b>		
	<p>David Hanlon joined the meeting and introduced the Financial Results – 7 months to 31 October 2012 report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the position.</p>		
<b>8.</b>	<b>2012/13 Financial Forecast</b>		
	<p>David Hanlon joined introduced the 2012/13 Financial Forecast report, which had been previously circulated.</p> <p>Following discussion, Management Team agreed to recommend to the Board an increase in the proposed rebate to audited bodies to reflect the pace of progress in cost reduction and to run a further VERA scheme during 2012/13 to assist with the remaining refinement to the staffing structure.</p> <p><b><i>David Hanlon left the meeting.</i></b></p>	<b>DMcG</b>	<b>Nov 2012</b>

<b>9.</b>	<b>Impact Report – Quarter 2</b>		
	<p>Lynn reintroduced the Impact Report for quarter two, which had been previously circulated for Management Team’s meeting on 13 November 2012.</p> <p>During discussion, Management Team agreed that it would welcome a fuller discussion than time allowed on the impact strategy, in particular on the relationship to the audit priorities work, the membership and purpose of the group and the opportunities to simplify some of the supporting processes.</p> <p>It was agreed to revisit the discussion before the end of the year.</p>		
<b>10.</b>	<b>Strategic Issues</b>		
<b>10.1</b>	<p><b>The Scotland Act</b> Management Team discussed developments since the previous meeting.</p>		
<b>10.2</b>	<p><b>Community Planning Partnerships</b> Management Team discussed developments since the previous meeting.</p>		
<b>10.3</b>	<p><b>Public Audit Arrangements</b> Management Team discussed developments since the previous meeting.</p> <p>Diane provided a report back from the recent meeting of the Heads of Audit Agencies.</p>		
<b>11.</b>	<b>Future agenda items</b>		
	<p>Diane highlighted the new report that would be attached to each MT agenda highlighting forthcoming agenda items for MT meetings and invited colleagues to update Caroline Cockburn to schedule items for which each member is responsible.</p>		
<b>12.</b>	<b>AOB</b>		
	There was no other business.		
<b>13.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 4 December</b> at <b>09.15hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>.</li> </ul> <p><b>Apologies:</b> <b>04.12.12 CG</b></p>		



	<p>It was agreed that each Director would discuss within their business group the work that they would undertake to measure impact under the new focus and report back, along with any membership changes to the impact group for a meeting in February which Lynn would arrange.</p>		
<b>3.</b>	<b>Learning &amp; Development</b>		
	<p><b>David Blattman joined the meeting.</b></p> <p>David introduced the Learning and Development report, which had been previously circulated.</p> <p>Following discussion, Management Team approved the strategy subject to amendments discussed, including raising the profile of technical training and continuing professional development, and setting out where the strategy sits in our planning framework.</p> <p style="text-align: center;"><i>David Blattman left the meeting</i></p>	<b>DB</b>	<b>Jan 2013</b>
<b>4.</b>	<b>Performance Audit Rolling Programme</b>		
	<p>Barbara introduced the Performance Audit Rolling Programme, which had been previously circulated.</p> <p>Following discussion, Management Team noted the current proposals in the performance audit rolling programme and it was agreed that risk should be included as one of the selection criteria. Management Team provided suggestions on the report, including additional annexes showing the whole programmes of publications in local government and health, and Barbara agreed to circulate the full programme of performance audit reports following the meeting. There was discussion of the potential of revised publication dates for some publications.</p>		
<b>5.</b>	<b>E-Publishing Group</b>		
	<p><b>Angela Cullen and James Gillies joined the meeting.</b></p> <p>Angela Cullen introduced the E-Publishing Group report, which had been previously circulated.</p> <p>Following discussion, Management Team agreed to:</p> <ul style="list-style-type: none"> <li>• move to online only publication of reports at the end of the current print contract</li> <li>• Pilot electronic only publication and distribution of a report during 2013 to inform the change of approach</li> <li>• Always offer to provide a paper copy of reports on request</li> <li>• Develop a new contacts database within the Business support Services</li> <li>• That the Business support service should Investigate</li> </ul>	<b>JG</b>	<b>During 2013</b>

	<ul style="list-style-type: none"> <li>• automated email delivery</li> <li>• Move to single column report format with a page length limit</li> <li>• Include hyperlinks in reports</li> <li>• Support the web-site review proposals in the report.</li> </ul> <p>Management Team also noted the plans to increase availability of data underpinning reports.</p> <p style="text-align: center;"><b><i>Angela Cullen and James Gillies left the meeting</i></b></p>		<b>– specific dates to be set for each action</b>
<b>6.</b>	<b>Knowledge Management</b>		
	<p>Martin Walker joined the meeting and introduced the Knowledge Management Strategy 2012-15 report and they Phase II Programme Initiation document, which had been previously circulated.</p> <p>Following discussion, Management Team approved the Phase II project subject to the discussion on Audit Intelligence at the January 15 2013 meeting. It was agreed that Martin would formally document the end of phase 1 of the project.</p> <p style="text-align: center;"><b><i>Martin Walker left the meeting</i></b></p>	<b>MT</b>	<b>Jan 2013</b>
<b>7.</b>	<b>Information Governance Group Minutes</b>		
	<p>Lynn introduced the Information Governance Group Minutes dated 15 November 2012, which had been previously circulated.</p> <p>Following discussion, Management Team noted the content of the minutes.</p>		
<b>8.</b>	<b>International Steering Group - Update</b>		
	<p><b>David McConnell and Peter Lodge joined the meeting.</b></p> <p>David McConnell introduced the International Steering Group update report for the period May to November 2012, which had been previously circulated.</p> <p>Following discussion, Management Team noted the activity and the concerns around potential locations for UN audit work. It was agreed that David would report back on the resolution of this.</p> <p>Management Team noted that Peter's secondment was ending and thanked him for his significant contribution to the development and management of international work.</p> <p style="text-align: center;"><b><i>David McConnell and Peter Lodge left the meeting</i></b></p>	<b>DMcC</b>	<b>Jan 2013</b>

<b>9.</b>	<b>Strategic Scrutiny Update</b>		
	Fraser introduced the Strategic Scrutiny Update report, which had been previously circulated.  Following discussion, Management Team noted the updated.		
<b>10.</b>	<b>Community Planning Partnership Audit - Update</b>		
	Fraser introduced Community Planning Partnership Audit, which had been previously circulated.  Following discussion, Management Team noted the progress made on the early CPP audits.		
<b>11.</b>	<b>Strategic Issues</b>		
<b>11.1</b>	<b>The Scotland Act</b> Russell updated Management Team on developments since the previous meeting, including the request from the Finance Committee to give evidence on the Land and Property Taxes Bill.		
<b>12.</b>	<b>Future agenda items</b>		
	Management Team were invited to note and update the schedule of items for future meetings. Following the discussion under item 2, MT agreed to conclude outstanding items during January.		
<b>13.</b>	<b>AOB</b>		
	MT discussed arrangements for forthcoming departures under VERA. .		
<b>14.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li>• <b>Tuesday, 18 December</b> at <b>09.15hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b>. Ronnie Cleland will join the meeting as will Robert Cumming who will present the findings of the recent MSP Mori Survey.</li> </ul> <p><b>Apologies:</b> <b>18.12.12      BH</b></p> <p><b><i>Please give your apologies to Caroline Cockburn (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 18 DECEMBER 2012**

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

Apologies: None

In attendance: Ronnie Cleland, Chair of the Audit Scotland Board  
Robert Cumming, Mori Survey joined the meeting for *item 1*  
James Gillies joined the meeting for *item 1*  
David Hanlon joined the meeting for *item 3*  
Paul Reilly joined the meeting for *item 5*  
Martin Walker joined the meeting for *items 6 & 7*  
Alex Devlin joined the meeting for *items 8 & 9*

1.	<b>MSP Mori Survey</b>		
	<p><b>Robert Cumming, Mori Survey and James Gillies joined the meeting.</b></p> <p>Robert Cumming gave a presentation on the results of the recent Mori Survey of MSPs.</p> <p>Management Team discussed the survey results and it was agreed that they would be reported to the Board in January 2013 and shared with colleagues after that.</p> <p>Management Team also congratulated James and the Communications Team for the recent PRIDE silver award won by Abacus.</p> <p style="text-align: center;"><b>Robert Cumming, Mori Survey and James Gillies left the meeting</b></p>		
2.	<b>Minutes</b>		
	<p>The minutes of the meeting of 11 December 2012, which had been previously circulated, were approved as an accurate record.</p> <p>Management Team were reminded to confirm their representatives on the Impact Group with Lynn as soon as possible.</p>		

<b>3.</b>	<b>2014-15 Budget Process &amp; Timetable</b>		
	<p>David Hanlon joined the meeting and introduced the 2014-15 Budget Process and Timetable, which had been previously circulated.</p> <p>Following discussion, Management Team approved the revised timetable, and noted that the Board would be consulted on the preferred date for the August meeting before that part of the timetable could be set.</p> <p style="text-align: center;"><b><i>David Hanlon left the meeting.</i></b></p>		
<b>4.</b>	<b>Simplifying Accounts</b>		
	<p>Fiona introduced the Simplifying Accounts report, which had been previously circulated.</p> <p>Management Team discussed the issues raised in the report, including the corporate priority of supporting transparency, the increased complexity of local authority accounts and the differing quality and length of accounts.</p> <p>Following discussion it was agreed that Fiona would lead a project to develop a corporate approach to simplifying accounts which would look at opportunities for Audit Scotland to add value by providing guidance on preparing and interpreting accounts and to consider the opportunities for stakeholder engagement on what constitutes a good set of accounts.</p> <p>It was agreed that Fiona would report back in February on potential short-term actions.</p>	<b>FK</b>	<b>Feb 2013</b>
<b>5.</b>	<b>Accounts Commission Agenda (17.01.13)</b>		
	<p>Fraser introduced the Accounts Commission agenda for their meeting on 17 January 2013, which had been previously circulated.</p> <p>Following discussion, Management Team noted the agenda items.</p>		
<b>6.</b>	<b>Progress Report on Correspondence 2012/13</b>		
	<p>Fraser introduced the Progress Report on Correspondence 2012/13, which had been previously circulated.</p> <p>Following discussion, Management Team noted the range and volume of correspondence.</p>		

<b>7.</b>	<b>Review of Correspondence Handling</b>		
	<p>Fraser introduced the Review of Correspondence Handling report, which had been previously circulated.</p> <p>Following discussion, Management Team considered the options for conducting the review in-house or securing consultancy support and agreed to commission a small piece of consultancy work to help develop options and take feedback from those who have been involved in the correspondence process. Fraser agreed to revise the invitation to tender following the discussion and to report back to MT in April 2013.</p>	<b>FMK</b>	<b>April 2013</b>
<b>8.</b>	<b>Records Management</b>		
	This item was deferred to a meeting in the new year.		
<b>9.</b>	<b>Internal Audit 2012-13</b>		
	<p>Diane introduced the Internal Audit, Risk Management Report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the substantial assurance provided by the report.</p>		
<b>10.</b>	<b>Local Government Settlement</b>		
	<p>Fiona introduced the Local Government Settlement report, which had been previously circulated.</p> <p>Following discussion, Management Team noted the local government settlement.</p>		
<b>11.</b>	<b>Management Team Agendas</b>		
	<p>Diane introduced the proposed business for January 2013 and future items for consideration, which had been previously circulated.</p> <p>Following discussion, Management Team noted the key items for the 15 January 2013 meeting.</p>		
<b>12.</b>	<b>Strategic Issues</b>		
<b>12.1</b>	<p><b>The Scotland Act</b> Russell provided a brief update on the recent developments in the Scotland Act.</p>		
<b>12.2</b>	<p><b>Community Planning Partnership</b> Fraser provided a brief updated on the recent developments in the audit of Community Planning Partnerships</p>		

<b>12.3</b>	<b>Public Audit Arrangements</b> Diane provided a brief report on her recent meeting at the Northern Ireland Audit Office.		
<b>13.</b>	<b>AOB</b>		
<b>13.1</b>	<b>Staff Code of Conduct</b> Diane introduced the revised Staff Code of Conduct report, which had been previously circulated.  Following discussion, Management Team approved the changes to the declarations required by staff under the code of conduct to include any offers of hospitality declined.		
<b>13.2</b>	<b>Ronnie Cleland</b> Ronnie thanked Management Team for his invitation to the meeting.		
<b>13.3</b>	<b>Trainees</b> Fiona provided an update on a request from NHS Scotland to second some trainees with Audit Scotland for a short period in the new year.		
<b>13.4</b>	<b>Post-legislative scrutiny</b> Russell updated Management Team on a request for evidence from the Scottish Parliament on post-legislative scrutiny. It was agreed that Audit Scotland should prepare a response and Fraser will liaise with the Accounts Commission on the issue.	<b>RF</b>	<b>Jan 2013</b>
<b>13.5</b>	<b>Further education colleges</b> Russell provided an update on the Funding Council's guidance to Further Education Colleges on completing accounts.	<b>FMcK</b>	<b>Jan 2013</b>
<b>14.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <ul style="list-style-type: none"> <li><b>Tuesday, 8 January</b> at 09.15hrs and will be held in the <b>Conference Room</b> at 18GS. <b>No agenda will be issued.</b></li> </ul> <b>Apologies: None</b>  <b>Please give your apologies to Caroline Cockburn (x1606)</b>		