

Minutes

Management Team

Tuesday 14 December 2021, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Diane McGiffen
Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Mark Roberts, Audit Director, Performance Audit and Best Value
Simon Ebbett, Communications Manager
Nicola Constable, Executive Assistant
Elaine Boyd, Associate Director, Audit Quality and Appointments
Owen Smith, Senior Manager, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
Paul Reilly, Secretary to the Accounts Commission

1. Minutes of meeting on 14 December 2021

The draft minutes dated 14 December 2021 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

Management Team invited Paul Reilly, Secretary to the Accounts Commission to join the meeting following Elma Murray's resignation as Interim Chair of the Commission. Paul advised Management Team of engagement with the Scottish Government in relation to the anticipated appointment and announcement of a new Chair for the Accounts Commission and of interim governance arrangements and engagement with Communications on internal and external announcements. Management Team welcomed the update.

2. Confidential minutes of meeting on 7 December 2021

The draft confidential minutes dated 7 December 2021 were considered and Management Team agreed that these were an accurate record of the meeting.

3. Confidential item

This item is the subject of a separate confidential minute.

Diane McGiffen left the meeting.

4. Parliamentary engagement update

Mark Roberts, Audit Director, Performance Audit and Best Value and Simon Ebbett, Communications Manager, joined the meeting.

Gemma Diamond introduced the Parliamentary engagement update report, copies of which had been previously circulated.

Management Team were invited to note and discuss the update on the progress on parliamentary engagement.

During detailed discussion, Management Team considered the report and appendix which detailed all aspects of Audit Scotland and Auditor General for Scotland and noted ongoing Accounts Commission engagement with primary focus on communities and councils. Management Team noted ongoing development within Parliament between the Committees and welcomed the positive feedback received from the Parliamentary clerking team on engagement to date.

Management Team agreed to delay the meet and greet session in light of ongoing restrictions, noted the engagement and agreement in principle to utilising the engagement tracker with further consideration required to support this given the resource required.

Following discussion, Management Team welcomed the report and recognised the work by the team on progress made and agreed the model of engagement provided assurance the approach was working well.

Mark Roberts left the meeting.

5. ISAAB consultation: Less complex entities

Elaine Boyd, Associate Director, Audit Quality and Appointments, Owen Smith, Senior Manager, Audit Quality and Appointments and John Gilchrist, Manager, Audit Quality and Appointments, joined the meeting.

John Gilchrist introduced the ISAAB consultation: Less complex entities report, copies of which had been previously circulated.

Management Team were invited to consider the proposal to respond to the consultation, comment on the draft response and to approve the response on the basis discussed.

During detailed discussion, Management Team noted John Gilchrist's attendance at the ICWA hosted webinar on the less complex entity draft with representatives from the FRC, ISAAB, audit firms and welcomed the summary of discussions and interest on a proposed bespoke standard for less complex entities. Management Team noted the gaps identified in the proposed standard and considered the recommendation that Audit Scotland do not use the standard as currently drafted, agreed further consideration was required to amend the standard to support reduced work effort, supported in principle the proposal that groups be

excluded from the standard and considered the wider ramifications for public audit in Scotland.

Management Team welcomed the proposal to respond to the consultation and agreed Fiona and John develop a broader narrative in our response prior to its submission.

Following discussion, Management Team welcomed the report and discussion.

Elaine Boyd, Owen Smith and John Gilchrist left the meeting.

6. Covid-19 update

Management Team considered the updates regarding Covid-19 provided in the external summary document.

Management Team noted reports in relation to the rapid spread of the Omicron variant and awaited the First Minister's announcement scheduled later in the day on any potential changes to current restrictions.

Following discussion, Management Team noted the update.

7. Draft Management Team agenda: 11 January 2021

Management Team noted the proposed agenda for the meeting of Management Team on 11 January 2022.

8. Draft Leadership Group agenda: 16 January 2022

Management Team noted the proposed agenda for the meeting of the Leadership Group on 16 January 2022.

Diane McGiffen rejoined the meeting.

9. Any other business

Stephen Boyle recorded his personal thanks to Diane McGiffen as this her last meeting of Management Team and colleagues paid tribute to her contribution to Audit Scotland and the energy, skill and corporate legacy she leaves before wishing her every success in her new role as Chief Executive of the Law Society of Scotland.

Diane expressed her gratitude to Management Team colleagues for their support and believed she was leaving a Management Team who had a strong sense of purpose to deliver world class audit for Scotland.

10. Date of next meeting: 11 January 2022

The next meeting of Management Team will take place on 11 January 2022.

Minutes

Management Team

Tuesday 11 January 2021, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Robert Cumming, PA Advocacy
Gemma Diamond, Audit Director, Performance Audit and Best Value
Mark Roberts, Audit Director, Performance Audit and Best Value
Simon Ebbett, Communications Manager
Nicola Constable, Executive Assistant
Michelle Borland, Business Manager, Performance Audit and Best Value
Mark Laird, Audit Manager, Audit Services
Gordon Robertson, L&D Assistant Manager, Human Resources

1. Minutes of meeting on 14 December 2021

The draft minutes dated 14 December 2021 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

Confidential minutes of meeting on 14 December 2021

The draft confidential minutes dated 14 December 2021 were considered and Management Team agreed that these were an accurate record of the meeting.

2. Confidential item

This item is the subject of a separate confidential minute.

3. SCPA and budget proposal

Martin Walker provided an update following the evidence session on Audit Scotland's 2022/23 Budget proposal with the Scottish Commission for Public Audit on 21 December 2021.

Martin invited Management Team to note the areas of challenge and points of clarification and advised a letter requesting follow up information was expected from the Chair of the SCPA. Management Team noted a copy of the draft Official Report of the meeting would be circulated and proposed engagement with the SCPA to understand the next stages of the process and the proposed agenda for the SCPA Business planning session scheduled for 23 February 2022.

Management Team considered the temporary and longer term budget needs and noted greater clarity in reporting these will be provided over the next 12 months.

Management Team also noted the Public Audit Commission were meeting with the SCPA and Stephen Boyle had been invited to join the discussion on the role of quality in public audit.

Following discussion, Management Team welcomed the update.

4. 2022 Business plans

Michelle Borland, Business Manager, Performance Audit and Best Value and Mark Laird, Audit Manager, Audit Services, joined the meeting.

Martin Walker introduced the 2022 Business plans report, copies of which had been previously circulated.

Management Team were invited to consider the business plans and to note how the plans support the delivery of Audit Scotland's strategic and operational priorities and the strategic improvement programme.

a) Audit Services Group

Management Team welcomed Mark Laird to the meeting and noted the draft two year rolling business plan for Audit Services which focused on wellbeing, planning for the new appointments and delivery.

b) Corporate Services Group

Martin Walker invited Management Team to note collaboration with the Corporate Services Managers on the key priorities which sought to align with delivery of the Strategic Improvement Programme and the provision of world class support across the organisation.

c) Performance Audit and Best Value

Michelle Borland invited Management Team to note the high level priorities set out in Performance Audit and Best Value's draft business plan which had been developed through

consultation with the team. Management Team noted further consultation with the leadership team was scheduled to prioritise and streamline the actions.

Management Team acknowledged the business plans as drafted supported the developing corporate plan and noted a stocktake of priorities would follow to ensure continued alignment. Furthermore, Management Team welcomed the engagement and consistency between the business groups and recorded their thanks to all involved.

Following discussion, Management Team approved the business plans subject to final refinement.

Michelle Borland and Mark Laird left the meeting.

5. Best Companies employee engagement survey 2022

Gordon Robertson, L&D Assistant Manager, Human Resources, joined the meeting.

Gordon Robertson introduced the Best Companies employee engagement survey 2022 report, copies of which were previously circulated.

Management Team were invited to consider the options for running the Best Companies survey in 2022 and to approve the recommendation set out in the report.

During discussion, Management Team considered the options together with the proposed timeline which had taken into account future planned surveys and welcomed the proposal to make a donation to the corporate charity for each response submitted. Management Team agreed a finalised timeline would be shared in early course.

Following discussion, Management Team approved the recommendation to launch the Best Companies survey in February 2022.

Action(s): Gordon Robertson to share a finalise timeline with Management Team. (January 2022)

Gordon Robertson left the meeting.

6. Covid-19 update

Simon Ebbett re-joined the meeting.

Management Team considered the updates regarding Covid-19 provided in the external summary document.

Management Team noted reports in relation to a possible new variant and anticipated announcements from the respective UK nations on maintaining or easing of restrictions.

Following discussion, Management Team welcomed the update.

7. Covid-19 lessons learned review

Martin Walker introduced the Covid-19 lessons learned review report, copies of which had been previously circulated.

Martin Walker invited Management Team to consider this report and to discuss the key lessons learned over the course of the pandemic to date.

During discussion, Management Team reflected on Audit Scotland's overall approach and response during the pandemic from the establishment of IMT, frequency of meetings and communications, immediate response to support and enable colleagues to work remotely which had been sustained throughout despite the challenges and uncertainty of the pandemic.

Turning to our audit response, Management Team reflected on the decisions taken to pause the performance audit work programme, review of audit reporting timelines and welcomed the transition to a dynamic work programme and the developing range of outputs which enabled a more flexible and responsive approach to emerging issues.

Looking ahead, Management Team agreed a corporate overview to manage and maintain flexible resource was required, review and development of products and engagement to provide assurance on how public money is spent during and after the pandemic, review of Audit Scotland's property portfolio for the future and decision point to stand down IMT.

Following discussion, Management Team welcomed the lessons learned review and recorded their recognition of the professionalism, resilience and support of colleagues across the organisation.

Simon Ebbett left the meeting.

8. Confidential item

This item is the subject of a separate confidential minute.

9. Draft SIP Programme Board agenda: 18 January 2022

Management Team noted the proposed agenda for the meeting of the SIP Board on 18 January 2022.

10. Draft Board agenda: 26 January 2022

Management Team noted the proposed agenda for the meeting of the Board on 26 January 2022.

11. Draft Management Team agenda: 25 January 2022

Management Team noted the proposed agenda for the meeting of the Board on 25 January 2022.

12. Any other business

There was no other business.

13. Date of next meeting: 25 January 2022

The next meeting of Management Team will take place on 25 January 2022.

Minutes

Management Team

Tuesday 25 January 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Gayle Fitzpatrick, Corporate Governance Manager
Michelle Borland, Business Manager, Performance Audit and Best Value
Michael Oliphant, Audit Director, Audit Services
Susan Burgess, Assistant HR Manager, Human Resources
Stuart Dennis, Corporate Finance Manager
Simon Ebbett, Communications Manager
Mark MacPherson, Senior Manager, Performance Audit and Best Value
Eleanor Ryan, Glen Shuraig Consulting Ltd
Barbara Allison, Glen Shuraig Consulting Ltd
David McGurk, Service Delivery Manager, Digital Services
Paul Reilly, Secretary to the Accounts Commission

1. Minutes of meeting on 25 January 2022

The draft minutes dated 25 January 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Confidential item

This item is the subject of a separate confidential minute.

3. Building capacity closedown report

Michelle Borland, Business Manager, Performance Audit and Best Value, Michael Oliphant, Audit Director, Audit Services, Susan Burgess, Assistant HR Manager, Human Resources, Stuart Dennis, Corporate Finance Manager and Simon Ebbett, Communications Manager, joined the meeting.

Michael Oliphant introduced the Building capacity closedown report, copies of which had been previously circulated.

Management Team were invited to:

- note the proposals approved through Phase 2 and the lessons learned as part of the process
- discuss the longer-term financial implications of Phase 2 and whether any action is required
- agree whether a Phase 3 of the project is required to progress outstanding items from Phase 2 and discuss how this might be financed
- agree that the project team prepares an All-Company communication on Yammer to provide a breakdown of all agreed posts as part of Phase 2.

During detailed discussion, Management Team recognised the level of recruitment activity underway following approvals to support delivery of Building Capacity Phase 2 and recognised the investment made in specialist and technical skills and systems.

Management Team welcomed the report bringing together the outcomes from the various strands and recognised the robust process and support required to underpin this workstream. Management Team reflected on the feedback and lessons learned review which will help to inform an early discussion around priorities and opportunities for a next phase of investment, together with consideration of areas for investment and funding options.

Following discussion, Management Team expressed their appreciation to the project team and agreed a communication with colleagues to share a breakdown of the posts approved as part of Phase 2.

Michael Oliphant, Susan Burgess, Stuart Dennis, and Simon Ebbett left the meeting.

4. One organisation working

Mark MacPherson, Senior Manager, Performance Audit and Best Value, Eleanor Ryan, Glen Shuraig and Barbara Allison, Glen Shuraig Consulting Ltd, joined the meeting with Michelle Borland.

Stephen Boyle welcomed Eleanor Ryan and Barbara Allison to the meeting of Management Team and introductions were made.

Mark MacPherson introduced the One organisation working report, copies of which had been previously circulated.

During detailed discussion, Management Team noted an initial session with the working group had taken place, considered the proposed engagement with groups of colleagues and the People Focus Group to inform the development of an action plan.

As part of today's engagement, Management Team were invited to discuss the aspirations and ambition for one organisation working and considered a number of internal and external factors, including the need for a flexible, dynamic and resilient workforce, enhanced colleague and team experience, learning and career development opportunities for all,

increased awareness of values and principles and the need to take the learning from remote working to influence the future operating model to support Audit Scotland to respond to emerging expectations of stakeholders in the future delivery of quality audit.

Following discussion, Management Team welcomed the discussion and agreed they would welcome a further discussion in due course.

Mark MacPherson, Eleanor Ryan, Barbara Allison and Michelle Borland left the meeting.

5. Covid-19 update

Simon Ebbett re-joined the meeting.

Management Team considered the updates regarding Covid-19 provided in the external summary document.

Management Team welcomed the update and noted the forthcoming announcement by the First Minister later this afternoon.

Following discussion, Management Team noted the update.

6. Audit Scotland web domain

David McGurk, Digital Services Manager, joined the meeting.

Simon Ebbett introduced the Audit Scotland web domain report, copies of which had been previously circulated.

Management Team were invited to note the proposed delay to the initial timescale for the change to Audit Scotland's web domain recognising the complexities involved and the structural changes required to the website.

During discussion, Management Team noted the complexities involved in the changes required and agreed with the extended timeline to implement the changes. Management Team also noted engagement with the Accounts Commission was required on the future change to the domain for the Accounts Commission.

Following discussion, Management Team recognised the complexities involved and agreed with the updated timeline for implementation.

David McGurk left the meeting.

7. 2021/22 Year-end Statutory Accounts timetable

Stuart Dennis, Corporate Finance Manager, re-joined the meeting.

Stuart Dennis introduced the 2021/22 Year-end Statutory Accounts timetable report, copies of which were previously circulated.

Management Team were invited to agree that the timetable for the completion of the Statutory Accounts for the Year ended 31 March 2022 be presented to the Audit Committee

for approval.

During detailed discussion, Management Team noted the appointment of a new external audit lead from Alexander Sloan for Audit Scotland.

Following discussion, Management Team

Stuart Dennis and Simon Ebbett left the meeting.

8. Draft Management Team agenda: 1 February 2021

Management Team noted the proposed agenda for the meeting of Management Team on 1 February 2022 and agreed they would welcome an update from Audit Quality and Appointments following the tender interviews for the new audit appointments.

9. Draft Accounts Commission Group agenda: 10 February 2022

Management Team noted the proposed agenda for the two meetings of the Accounts Commission on 10 February 2022 and noted considerations of the capacity restrictions and practical arrangements to support the hybrid meeting.

10. Any other business

There was no other business.

11. Date of next meeting: 1 February 2022

The next meeting of Management Team will take place on 1 February 2022.

Minutes

Management Team

Tuesday 1 January 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Kordiak (joined from Item 2)
Martin Walker
Miranda Nicoll (Minutes)

Apologies:

Simon Ebbett, Communications Manager

In attendance:

Elaine Boyd, Associate Director, Audit Quality and Appointments
Owen Smith, Senior Manager, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
Richard Robinson, Senior Manager, Performance Audit and Best Value
Ashleigh Madjitey, Audit Manager, Performance Audit and Best Value
Gordon Robertson, Learning and Development Assistant Manager, Human Resources
Carol Calder, Audit Director, Performance Audit and Best Value

1. Minutes of meeting on 25 January 2022

The draft minutes dated 25 January 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

Fiona Kordiak joined the meeting.

2. Confidential item

This item is the subject of a separate confidential minute.

3. Scottish Government 2022/23 Budget

Richard Robinson, Senior Manager, Performance Audit and Best Value and Ashleigh Madjitey, Audit Manager, Performance Audit and Best Value joined the meeting

Richard Robinson invited Management Team to consider the Scottish Government 2022/23 Budget report, highlighting some stability in terms of funding over the past couple of years and likely pressures on priorities and services in the future.

During detailed discussion, Management Team considered the presentation and reflected on the scale of challenges for the Scottish Government including the revenue spending review to set the envelope for long term commitments, the fiscal framework review to incorporate powers for local government and the medium term financial strategy to provide local government with longer term funding streams to fulfil national objectives and other key priorities including skills and climate.

Following discussion, Management Team noted the Scottish Government 2022/23 Budget briefing, thanked the team for a comprehensive discussion and agreed a summary be shared with colleagues.

Action(s): **A summary communication to be shared with colleagues. (February 2022)**

Richard Robinson and Ashleigh Madjitey left the meeting.

4. Best Companies employee engagement survey

Gordon Robertson, Learning & Development Assistant Manager, Human Resources joined the meeting.

Gordon Robertson introduced the Best Companies employee engagement survey report, copies of which had been previously circulated.

Gordon invited Management Team to note the progress underway for the Best Companies survey and the updated timetable for engagement.

- 17 March: GR/SB/MW session
- 22 March: Data insights from Jonathan
- 6 April: Joint session for LG and MT

During discussion, Management Team agreed Gordon liaise with Michael Oliphant, as people lead for Audit Services, and ASGMT to agree how best to engage during the peak accounts period.

Following discussion, Management Team welcomed the discussion and agreed the updated timeline for implementing the Best Companies staff survey 2022 and subsequent engagement.

Gordon Robertson left the meeting.

5. Hotlist of emerging audit risks

Carol Calder, Audit Director, Performance Audit and Best Value joined the meeting.

Carol Calder introduced the Hotlist of audit issues and Statutory report log report, copies of which had been previously circulated.

Carol invited Management Team to agree any action required in response to the issues identified and the material presented.

During discussion, Management Team noted the emerging risks and thematic issues arising as a result of the pandemic on public bodies and services and the consequential impact on audit.

Following discussion, Management Team welcomed the report and agreed the removal of closed items.

Management Team welcomed the update and thanked Carol and colleagues for all their work.

6. Communications Digest

Martin Walker introduced the Communications digest report, copies of which had been previously circulated.

Martin invited Management Team to consider the key activity highlighted and updates since the report had been circulated.

During discussion, Management Team noted planning underway for publications around the local government election moratorium and increasing prominence on poverty and the attainment gap in education.

Following discussion, Management Team welcomed the report.

Carol Calder left the meeting.

7. Covid-19 update

Martin Walker invited Management Team to consider the updates provided in the Covid-19 external summary document and highlighted the Scottish Government's updated guidance published last week. Management Team noted consideration of the published guidance was underway and a further report would follow

Management Team noted the changes to reporting case rates by the respective governments and welcomed the update.

Following discussion, Management Team noted the update and the forthcoming announcement by the First Minister later that afternoon.

8. Draft Management Team agenda: 8 February 2021

Management Team noted the proposed agenda for the meeting of Management Team on 8 February 2022 and agreed that Paul Reilly should share early thinking on the Accounts Commission Strategy Seminar (29-30 March 2022) next week when attending with the draft Committee agendas.

Action(s): Miranda Nicoll/Joy Webber to liaise with Paul Reilly. (February 2022)

9. Any other business

There was no other business.

10. Review of meeting

Management Team reflected on the meeting, agreed the agenda has been well balanced with strategic and operational business, welcomed the quality of reporting, awareness of live issues and recognised colleagues' ongoing commitment and hard work.

11. Date of next meeting: 8 February 2022

The next meeting of Management Team will take place on 8 February 2022.

Minutes

Management Team

Tuesday 8 February 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

Paul Reilly, Secretary to the Accounts Commission

In attendance:

Owen Smith, Senior Manager, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
Morag Campsie, Senior Manager, Audit Services
Graeme West, Data Analyst, Performance Audit and Best Value
Stuart Dennis, Corporate Finance Manager
Gayle Fitzpatrick, Corporate Governance Manager
Sharon Kewley, Business Support Services Manager
Simon Ebbett, Communications Manager

1. Minutes of meeting on 8 February 2022

The draft minutes dated 8 February 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

Confidential minutes of meeting on 8 February 2022

The draft confidential minutes dated 8 February 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Confidential item

This item is the subject of a separate confidential minute.

3. Confidential item

This item is the subject of a separate confidential minute.

4. Q3 Financial performance report

Stuart Dennis, Corporate Finance Manager, joined the meeting.

Stuart Dennis introduced the Q3 Corporate Finance report, copies of which had been previously circulated.

Stuart invited Management Team to note the financial results for the nine months to 31 December 2021.

During detailed discussion, Management Team noted the level of underspend reported and work in progress levels which will continue to be monitored. Management Team also noted the highlighted risks including employee costs in relation to the recruitment underway as part of Phase 2 of Building Capacity will flow into the first quarter of the new financial year, delayed audit planning in Audit Services, long term view of fees in relation to charitable trusts and future modelling required in relation to EAFA in the medium term.

Following discussion, Management Team noted the financial results reported.

Stuart Dennis left the meeting.

5. Legal services procurement

Gayle Fitzpatrick, Corporate Governance Manager and Ian Metcalfe, Corporate Governance Officer, joined the meeting.

Gayle Fitzpatrick introduced the Legal services procurement report, copies of which had been previously circulated.

Gayle invited Management Team to consider the options presented and approve the proposed recommendation on the future arrangements for the provision of legal services to Audit Scotland from 1 April 2022.

During discussion, Management Team considered the options presented and noted the evaluation process in relation to value for money and engagement with the Scottish Government procurement team.

Following discussion, Management Team welcomed the report and agreed their support to continue with a framework agreement.

Gayle Fitzpatrick and Ian Metcalfe left the meeting.

6. Health and safety services

Sharon Kewley, Business Support Services Manager, joined the meeting with Martin Walker.

Sharon Kewley introduced the Health and safety services report, copies of which had been previously circulated.

Sharon invited Management Team to consider the detail of the report, the options appraisal

and to agree the direction of future travel.

During detailed discussion, Management Team reflected on the need for improved health and safety services for colleagues and recognised the benefit of reflecting on a one or two year approach.

Following discussion, Management Team agreed their support with confirmation of a one or two year approach to be advised in due course.

Sharon Kewley left the meeting.

7. Covid-19 update

Simon Ebbett, Communications Manager, joined the meeting.

Martin Walked invited Management Team to consider the updates provided in the Covid-19 external summary document.

Management Team noted the level of reported infection rates across the various council areas, forthcoming engagement with the PCS Union on the development of supplementary guidance, support and actions as we approach Phase 4 of access to offices.

Following discussion, Management Team welcomed the update.

Simon Ebbett left the meeting.

8. Draft Accounts Commission Committee agendas: 24 February 2021

Antony Clark invited Management Team to note the respective agendas for the meeting of the Accounts Commission Committees on 24 February 2022. Fiona advised Gillian Woolman was taking a report on CIPFA/LASAAC's proposed temporary adjustment to the code for local government.

Following discussion, Management Team noted the draft agendas.

9. Draft Management Team agenda: 15 February 2021

Management Team noted the proposed agenda for the meeting of Management Team on 15 February 2022.

10. Any other business

There was no other business.

11. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive and clarity of the reports to support informed scrutiny and challenge.

12. Date of next meeting: 15 February 2022

The next meeting of Management Team will take place on 15 February 2022.

Minutes

Management Team

Tuesday 15 February 2022, 10.00am
TEAMS Meeting

Present:

Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

Stephen Boyle

In attendance:

Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Governance Officer
Stuart Dennis, Corporate Finance Manager
Simon Ebbett, Communications Manager

1. Minutes of meeting on 8 February 2022

The draft minutes dated 8 February 2022 were considered and Management Team agreed that these were an accurate record of the meeting.

Confidential minutes of meeting on 8 February 2022

The draft confidential minutes dated 8 February 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Hybrid working and access to workplaces

Simon Ebbett, Communications Manager, joined the meeting.

Martin Walker introduced the Hybrid working and access to workplaces report, copies of which had been previously circulated.

Martin invited Management Team to consider the report and approve a range of proposals and options on hybrid working and access to workplaces.

During discussion, Management Team considered the proposed date and approach for moving to Phase Four of access to workplaces, noting the review of various guidance published which informed the underlying principles to support next steps and expectations and areas for further development including guidance and support, engagement and communication, medium term considerations and contingency arrangements.

Following discussion, Management Team agreed their support for the principles underpinning the date for moving to Phase Four of access to workplaces. Management Team expressed their thanks to the team for the comprehensive report.

Simon Ebbett left the meeting.

3. Review of risk register

Gayle Fitzpatrick, Corporate Governance Manager and Ian Metcalfe, Corporate Governance Officer, joined the meeting.

Gayle Fitzpatrick introduced the Review of risk register report, copies of which had been previously circulated.

Gayle invited Management Team to consider the updated risk register and risk assessments, controls and mitigating actions in place, to identify any further management action as required and to agree, subject to any amendments, that the risk register be submitted to the Audit Committee for consideration at its meeting on 2 March 2022.

During detailed discussion, Management Team considered the key risks highlighted and noted the management actions to mitigate and monitor the ongoing risks around delivery of audit quality including increased audit and strategic capacity.

Following discussion, Management Team welcomed the report and noted the forthcoming discussion around strategic risks scheduled on 1 March 2022. Management Team agreed that the risk register be submitted to the Audit Committee at its meeting on 2 March 2022.

4. Cooperation Between External and Internal Auditors

Gayle Fitzpatrick introduced the Cooperation Between External and Internal Auditors report from BDO, copies of which had been previously circulated.

Gayle invited Management Team to consider the report from Audit Scotland's internal auditors BDO on the cooperation between them and our external auditors Alexander Sloan.

Following discussion, Management Team welcomed the assurance provided and noted the report.

5. Q3 Data incident/loss report

Gayle Fitzpatrick introduced the Q3 Data incident/loss report, copies of which had been previously circulated.

Gayle invited Management Team to note the report and approve its submission to the meeting of the Audit Committee on 2 March 2022.

During discussion, Management Team noted the incidents reported and agreed that with the advent of increased access to workplaces now involving the transit of Audit Scotland devices it will be helpful to raise awareness with colleagues.

Following discussion, Management Team noted the report and approved its submission to the Audit Committee.

6. Internal Audit Report – Financial Planning

Stuart Dennis, Corporate Finance Manager, joined the meeting.

Gayle Fitzpatrick introduced the Internal Audit Report – Financial Planning report from BDO, copies of which had been previously circulated.

Gayle invited Management Team to note the substantial assurance received following the internal audit on Financial Planning.

During discussion, Management Team welcomed the assurance received and noted the observations made in relation to processes which Stuart advised are being implemented.

Following discussion, Management Team noted the report and congratulated the team for the substantial assurance received.

Stuart Dennis left the meeting.

7. Internal Audit Progress Report 2021-22

Gayle Fitzpatrick introduced the Internal Audit Progress Report 2021-22 from BDO, copies of which had been previously circulated.

Gayle invited Management Team to note the progress reported as part of the internal audit programme for 2021/22.

During discussion, Management Team considered the range of internal audit undertaken and welcomed the overall assurance reported.

Following discussion, Management Team noted the report.

8. Annual assurance and statement of control process 2022

Gayle Fitzpatrick introduced the Annual assurance and statement of control process 2022 report, copies of which had been previously circulated.

Gayle invited Management Team to note the report and agree, subject to any amendments, it be submitted to the Audit Committee for the meeting on 2 March 2022.

During discussion, Management Team noted the comprehensive assurance and statement of control process programme for 2022 and subject to minor amendment agreed it be submitted to the Audit Committee meeting on 2 March 2022.

Gayle Fitzpatrick and Ian Metcalfe left the meeting.

9. Covid-19 update

Simon Ebbett, Communications Manager, re-joined the meeting.

Martin Walker invited Management Team to consider the updates provided in the Covid-19 external summary document.

Management Team noted the rise of infection rates reported in parts of Scotland and the formal review of suppression measures and announcement by the Scottish Government expected next week.

Following discussion, Management Team noted the update.

Simon Ebbett left the meeting.

10. Draft Audit Committee agenda: 2 March 2022

Management Team noted the proposed agenda for the meeting of the Audit Committee on 2 March 2022.

11. Draft Remuneration and Human Resources Committee agenda: 2 March 2022

Management Team noted the proposed agenda for the meeting of the Remuneration and Human Resources Committee on 2 March 2022.

12. Draft Management Team agenda: 22 February 2022

Management Team noted the proposed agenda for the meeting of Management Team on 22 February 2022.

13. Any other business

There was no other business.

14. Review of meeting

Management Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting.

15. Date of next meeting: 22 February 2022

The next meeting of Management Team will take place on 22 February 2022.

Minutes

Management Team

Tuesday 22 February 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Gillian Woolman, Audit Director, Audit Services
Jonny Steen, Audit Manager, Audit Services
Susan Burgess, Assistant Human Resources Manager
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer
Stuart Dennis, Corporate Finance Manager
David Robertson, Digital Services Manager
Simon Ebbett, Communications Manager
Paul Reilly, Secretary to the Accounts Commission
Lucy Carter, Policy Manager, Performance Audit and Best Value

1. Minutes of meeting on 15 February 2022

The draft minutes dated 15 February 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. ISQM improvement project

Gillian Woolman, Audit Director, Audit Services, and Jonny Steen, Audit Manager, Audit Services, joined the meeting.

Gillian Woolman introduced the ISQM improvement project report, copies of which had been previously circulated.

Gillian invited Management Team to consider and approve the project scope and confirm the proposed governance through the Strategic Improvement Programme Board for the project.

During detailed discussion, Management Team recognised the ambition to incorporate the whole organisation in the approach going forward and noted the criteria, approach and implementation proposals for ISQM1 and ISQM2 and engagement and documentation of

processes for ISQC1. In addition, Management Team noted that the project documentation had been shared with ICAS for their review and considered the training and development required in order to achieve the standards.

Management Team agreed the proposal to prioritise ISQM1, noted regular project updates would be provided to the Audit Quality Committee, confirmed that the Strategic Programme Board will provide support and governance for the project and considered the risks to delivery and resource demands.

Following discussion, Management Team welcomed the report and approved the project scope, subject to consideration of points raised in discussion.

Gillian Woolman and Jonny Steen left the meeting.

3. Confidential item

This item is the subject of a separate confidential minute.

4. Confidential item

This item is the subject of a separate confidential minute.

5. Internal audit recommendations progress report

Gayle Fitzpatrick, Corporate Governance Manager, and Ian Metcalfe, Corporate Performance Officer, joined the meeting.

Gayle Fitzpatrick introduced the Internal audit recommendations progress report, copies of which had been previously circulated.

Gayle invited Management Team to note the progress on the implementation of outstanding audit recommendations.

During discussion, Management Team considered the report and agreed amendments to the report prior to its submission to the Audit Committee.

Following discussion, Management Team agreed they would welcome a further review of the relevance of the recommendations prior to the next update.

Action(s): A review of the recommendations to be scheduled prior to the next scheduled update. (April 2021)

Gayle Fitzpatrick and Ian Metcalfe left the meeting.

6. 2021/22 Accounting policies, key accounting estimates and judgements

Stuart Dennis, Corporate Finance Manager, joined the meeting.

Stuart Dennis introduced the 2021/22 Accounting policies, key accounting estimates and judgements report, copies of which had been previously circulated.

Stuart invited Management Team to approve the submission of the 2021/22 Accounting policies, key accounting estimates and judgements to the Audit Committee meeting on 2 March 2022.

During discussion, Management Team noted that the annual review had been carried out and noted that reference to funding provisions will be referred to in Audit Scotland's 2021/22 Annual report and accounts.

Following discussion, Management Team noted the report and approved its submission to the Audit Committee meeting on 2 March 2022.

Stuart Dennis left the meeting.

7. Digital security update

David Robertson, Digital Services Manager, joined the meeting.

David Robertson introduced the Digital security update report, copies of which had been previously circulated.

David invited Management Team to note the report and consider whether any additional mitigating action is required.

During detailed discussion, Management Team considered the key issues highlighted and noted additional updates received from the National Cyber Security Centre since the issue of the report.

Management Team noted the learnings taken from the report in relation to the publicised cyber attack at SEPA and the additional improvements being made in light of and in response to increasing levels of risk. Management Team agreed cyber security is critical and welcomed the proposal for increased resilience and resource and further engagement and training for colleagues.

Following discussion, Management Team welcomed the report and advised of their commitment to attend a training workshop.

David Robertson left the meeting.

8. Covid-19 update

Martin Walker invited Management Team to consider the updates provided in the Covid-19 external summary document.

Management Team noted the latest guidance shared by the UK Government yesterday and agreed to consider the Scottish Government's announcement scheduled later in the day at the meeting of IMT on Thursday following which a further communication would be shared with colleagues to advise of any changes in Audit Scotland's measures and approach in relation to access to workplaces.

Following discussion, Management Team noted the update.

9. Draft Accounts Commission agenda: 10 March 2022 and Strategy Seminar

Paul Reilly, Secretary to the Accounts Commission and Lucy Carter, Policy Manager, Performance Audit and Best Value, joined the meeting.

Paul Reilly invited Management Team to consider the proposed agendas for the Accounts Commission meeting on 10 March 2022 and the Commission's Spring Strategy Seminar on 29 and 30 March 2022.

Following discussion, Management Team noted the business scheduled.

Livestreaming hybrid Commission meetings 2022

Paul Reilly introduced the Livestreaming hybrid Commission meetings 2022 report, copies of which had been previously circulated.

Paul invited Management Team to note the report, to advise on the anticipated social distancing measures for the Commission meetings scheduled for March and April 2022, and to consider how the Commission's preferences fit with other Audit Scotland strategic aspirations and corporate requirements in the long term.

During discussion, Management Team noted the livestreamed hybrid meeting of the Commission on 10 February 2022 had been attended by a small number of members and attendees in person with others joining virtually. Turning to the reduction of social distancing measures in our workplaces Management Team advised IMT would consider the Scottish Government's guidance and a communication would be shared with colleagues in early course.

Management Team advised the longer term corporate aspirations for livestreaming hybrid meetings would be considered further following a review of the current pilot by the Accounts Commission of these arrangements.

Following discussion, Management Team noted the report.

Paul Reilly and Lucy Carter left the meeting.

10. Draft Leadership Group agenda: 9 March 2022

Management Team noted the proposed agenda for the meeting of Leadership Group on 9 March 2022.

11. Draft Management Team agenda: 1 March 2022

Management Team noted the proposed agenda for the meeting of Management Team on 1 March 2022.

12. Any other business

Joy Webber invited Management Team to note the External Audit Plan had been circulated for noting prior to its submission to the Audit Committee.

There was no other business.

13. Review of meeting

Management Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting.

14. Date of next meeting: 1 March 2022

The next meeting of Management Team will take place on 1 March 2022.

Minutes

Management Team

Tuesday 1 March 2022, 10.00am
TEAMS Meeting



Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Kordiak
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Carolyn MacLeod, Audit Director, Performance Audit and Best Value
Sally Thompson, Audit Manager, Performance Audit and Best Value
Fiona Brannigan, Senior Auditor, Performance Audit and Best Value
Fiona Mitchell-Knight, Audit Director, Audit Services
Carol Calder, Interim Audit Director, Performance Audit and Best Value
Susan Burgess, Assistant Human Resources Manager
David Loudon, Senior HR Advisor, Human Resources

1. Minutes of meeting on 22 February 2022

The draft minutes dated 22 February 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

- Confidential minutes of meeting on 22 February 2022

Management Team considered the draft confidential minutes and agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Auditing climate change

Carolyn MacLeod, Audit Director, Performance Audit and Best Value, Sally Thompson, Audit Manager, Performance Audit and Best Value and Fiona Brannigan, Senior Auditor, Performance Audit and Best Value, joined the meeting.

Carolyn MacLeod introduced the Auditing climate change report, copies of which had been previously circulated.

Carolyn invited Management Team to approve the proposed approach and supporting activity, consider the suggested timescale for engaging with ASG colleagues and appointed auditors.

During detailed discussion, Management Team noted the scheduled publication of the summary of recommendations and challenges for public bodies in this area, recognised the wider interest across the public sector in this area, the pace of progress required and considered the balance of ambition and activity required alongside other known work pressures and priorities.

Management Team welcomed the engagement with the other UK audit agencies and proposed joint output, noted the guidance published by the National Audit Office for audit risk committees and considered that the approach to auditing climate change as part of the annual audit would be developed as part of the planning guidance.

Management Team noted climate change features prominently in the forward work programme to provide assurance that public bodies are delivering on targets and agreed that resource is required so not to impact on other priorities. Management Team agreed that the team develop a bid for resource to embed this in our work.

Following discussion, Management Team welcomed the report and discussion.

Action(s): A bid to resource auditing climate change to be developed. (April 2022)

Carolyn MacLeod, Sally Thompson and Fiona Brannigan, left the meeting.

3. Update on the new approach to Best Value auditing in local government

Fiona Mitchell-Knight, Audit Director, Audit Services, Carol Calder, Interim Audit Director, Performance Audit and Best Value, joined the meeting.

Fiona Mitchell-Knight introduced the Update on the new approach to Best Value auditing in local government report, copies of which had been previously circulated.

Fiona invited Management Team to note progress in developing the new approach to Best Value audit work.

During detailed discussion, Management Team noted the proposed new approach including the status of current developments in moving to a fully integrated approach to BV audit within the local audit of councils, plans for thematic BV work in councils, the status of proposals on BV in IJBs and Controller of Audit report on each council over a five year period to 2027. Management Team noted further consideration of the risks and further development required in relation to resource and the impact on the existing fee structure.

Management Team agreed tripartite engagement with the Auditor General for Scotland, Audit Scotland Board and the Accounts Commission would be welcomed, recognised the management of the transition to this proposed approach and would welcome a further update in the Autumn.

Following discussion, Management Team welcomed the report and discussion.

Action(s): A further update to be scheduled in Autumn 2022. (August 2022)

Fiona Mitchell-Knight and Carol Calder left the meeting.

4. Gender pay gap report

Susan Burgess, Assistant Human Resources Manager and David Loudon, Senior HR Advisor, Human Resources, joined the meeting.

Susan Burgess introduced the 2021/22 Gender pay gap report, copies of which had been previously circulated.

Susan invited Management Team to consider the report and information provided, share any insights or comments and approve the report for publication, subject to a final review by Communications and to continue to champion diversity across the organisation.

During discussion, Management Team noted Audit Scotland's pay gap has decreased slightly and considered areas for further analysis and additional activity to promote continued fairness and equality across the business and our practice through recruitment, development, promotion and retention.

Following discussion, Management Team welcomed the report and approved its publication, subject to the amendments agreed.

Susan Burgess and David Loudon, left the meeting.

5. Covid-19 update

Martin Walker invited Management Team to consider the updates provided in the Covid-19 external summary document.

Management Team considered the updates provided and noted the uptake of colleagues accessing workplaces and the positive feedback received on the experience in the latest Pulse survey.

Following discussion, Management Team noted the update.

6. Draft Management Team agenda: 8 March 2022

Management Team noted the proposed agenda for the meeting of Management Team on 8 March 2022.

7. Any other business

There was no other business.

8. Review of meeting

Management Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting and discussion.

9. Date of next meeting: 8 March 2022

The next meeting of Management Team will take place on 8 March 2022.

Minutes

Management Team

Tuesday 15 March 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Carole Grant
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Stuart Dennis, Corporate Finance Manager
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer

1. Minutes of meeting on 8 March 2022

The draft minutes dated 8 March 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Electronic Working Papers system

Carole Grant introduced the Electronic Working Papers system report, copies of which had been previously circulated.

Carole invited Management Team to note the progress reported, ongoing development and agree the reframed timescale for delivery.

During detailed discussion, Management Team considered the progress which has been made, noted the ringfencing of resource over the next six months for ongoing development and considered both the risks and opportunities for implementation.

Management Team recognised that digital capacity remains challenging and agreed consideration to bring in external consultancy be explored and welcomed assurances around the management of risks, alongside the impact of ongoing issues around digital recruitment.

Following discussion, Management Team agreed with the proposal to reframe the timeline with a further discussion on this project alongside DST priorities.

Action(s): **A further discussion to be scheduled. (May 2022)**

3. 2022/23 Operational budget

Stuart Dennis, Corporate Finance Manager, joined the meeting.

Stuart Dennis introduced the 2022/23 operational budget report, copies of which had been previously circulated.

Stuart invited Management Team to consider the 2022/23 operational budget and to discuss and approve its presentation to the Audit Scotland Board on 5 April 2022.

During discussion, Management Team noted the operational budget was based on the budget approved by the Scottish Commission for Public Audit and has been adjusted to reflect known outcomes with further adjustments required following the outcome of the 2022 pay award, recruitment to build strategic capacity, linked to the following item, on conclusion of the new audit appointments exercise.

Following discussion, Management Team welcomed the report and approved its submission to the Audit Scotland Board on 5 April 2022.

4. Medium Term Financial Plan 2022-23 to 2026-27

Stuart Dennis introduced the Medium Term Financial Plan 2022-23 to 2026-27 report, copies of which had been previously circulated.

Stuart invited Management Team to consider the draft Medium Term Financial Plan 2022-23 to 2026-27 and to discuss and approve its presentation to the Audit Scotland Board.

During detailed discussion, Management Team noted the scenarios in the report which had been developed following discussions with the Board and following approval of Audit Scotland's 2022/23 budget submission by the Scottish Commission for Public Audit.

Management Team noted the future projections taking account of the fee income budget, development of the fees and funding model and considered the risks around each scenario. Management Team agreed mapping out the scenarios would be helpful to provide further risk analysis on the variables over the next five years together with future potential savings.

Following discussion, Management Team welcomed the report and discussion and agreed further analysis on the various scenarios would be undertaken with a further update to be scheduled prior to submission to the Board for its meeting in May 2022.

Action(s): A further report to be scheduled. (April/May 2022)

Stuart Dennis left the meeting.

5. Q3 Corporate performance report

Gayle Fitzpatrick, Corporate Governance Manager, and Ian Metcalfe, Corporate Performance Officer, joined the meeting.

Gayle Fitzpatrick introduced the Q3 Corporate performance report, copies of which had been previously circulated.

Gayle invited Management Team to review the performance in quarter three and consider whether any additional management action is required.

During detailed discussion, Management Team considered the overall performance reported including examples of impact of our work, noted the downward trend of downloads balanced with increasing social media activity and the development of metrics in this area. Management Team also noted a sub-group of the PRMG were looking to develop analysis on productivity while noting this is at the same level as in the same period last year and noted turnover had slightly increased.

Following discussion, Management Team welcomed the accessible format of the report and recorded their thanks for the volume of impact colleagues' work reported.

Gayle Fitzpatrick and Ian Metcalfe left the meeting.

6. Covid-19 update

Martin Walker invited Management Team to consider the updates provided in the Covid-19 external summary document.

Management Team considered the updates provided including the rise in infection rates and hospital admissions reported, noted the recent ONS report and the potential easing in restrictions both here in Scotland and across the UK. Management Team noted the First Minister's announcement anticipated later today which will inform IMT's communication to colleagues on Thursday.

Following discussion, Management Team noted the update.

7. Draft Management Team agenda: 22 March 2022

Management Team noted the proposed agenda for the meeting of Management Team on 22 March 2022.

8. Any other business

Statement on Ukraine

Management Team considered a proposed organisational statement on Ukraine to be published on Audit Scotland's website and agreed a further discussion to consider any emerging audit issues. Following discussion Management Team agreed the statement be shared with the Chair for approval prior to publication.

Best Companies survey results

Martin Walker invited Management Team to note the high level results received following the Best Companies colleague survey which had closed on 11 March 2022. Management Team welcomed Audit Scotland had retained its One-Star rating, noted the 80% completion rate and noted the overall results which will be shared with colleagues in due course.

9. Review of meeting

Management Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting to support discussion.

10. Date of next meeting: 22 March 2022

The next meeting of Management Team will take place on 22 March 2022.

Minutes

Management Team

Tuesday 22 March 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Michael Oliphant
Martin Walker
Joy Webber (Minutes)

Apologies:

Antony Clark

In attendance:

Gayle Fitzpatrick, Corporate Governance Manager
Paul Reilly, Secretary to the Accounts Commission
Gordon Robertson, Learning and Development Assistant Manager
Susan Burgess, Assistant HR Manager
Jonathan Austin, Best Companies
Michael Oliphant, Audit Director, Audit Services
Angela Canning, Audit Director, Performance Audit and Best Value

1. Minutes of meeting on 15 March 2022

The draft minutes dated 15 March 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Data protection policy

Gayle Fitzpatrick, Corporate Governance Manager, joined the meeting.

Gayle introduced the Data protection policy report, copies of which had been previously circulated.

Gayle invited Management Team to note the policy had been reviewed and updated in accordance with legislation and Data bridge transfers which were put in place by the EU and UK in Summer 2021.

During discussion, Management Team noted the updates and welcomed the proposed communication of the policy highlighting the changes with colleagues.

Following discussion, Management Team approved the submission of the revised Data protection policy for Board approval at its meeting on 5 April 2022.

3. Annual policy review of freedom of information and environmental information requests

Gayle Fitzpatrick introduced the Annual policy review of freedom of information and environmental information requests

Gayle invited Management Team to consider the updated policy and recommend the Board approve Audit Scotland's Freedom of Information and Environmental Information Policy for a further year at its next meeting scheduled on 5 April 2022.

During discussion, Management Team noted the incorporation of changes to comply with accessibility legislation and welcomed the incorporation of internal audit recommendations.

Following discussion, Management Team recommended the policy to the Board.

Gayle Fitzpatrick left the meeting.

4. Covid-19 update

Martin Walker introduced the Covid-19 update report, copies of which had been previously circulated.

Martin invited Management Team to note the actions taken to date in response to the Covid-19 pandemic and to also note the ongoing actions and next steps.

During discussion, Management Team noted the increasing level of cases being reported both locally and nationally and the impact for certain health boards. Organisationally, Management Team noted the number of colleagues accessing workplaces while ensuring continued flexibility to support health and wellbeing.

Covid-19 Draft Board report

Martin Walker introduced the draft Board report, copies of which had been previously circulated.

Martin invited Management Team to note the report and advised some amendments may be required to reflect any changes.

Management Team welcomed the report.

5. Confidential Item

This item is the subject of a separate confidential minute.

6. Confidential Item

This item is the subject of a separate confidential minute.

7. Accounts Commission agenda & Strategy Seminar

Paul Reilly, Secretary to the Accounts Commission, joined the meeting.

Paul Reilly introduced the Accounts Commission agenda and Strategy Seminar report, copies of which had been previously circulated.

Paul invited Management Team to note the draft agendas for the meetings of the Accounts Commission on 7 April and the final agenda for the Commission Spring Strategy Seminar on 29 and 30 March 2022.

Following discussion, Management Team noted the agendas.

Paul Reilly left the meeting.

8. Draft SIP Programme Board agenda: 29 March 2022

Management Team noted the proposed agenda for the meeting of the SIP Programme Board on 29 March 2022.

9. Draft Board agenda: 5 April 2022

Management Team noted the proposed agenda for the meeting of the Board on 5 April 2022 and noted the timeline for Audit Scotland's 2021/22 Annual report and Accounts would be circulated to Management Team by correspondence with a discussion scheduled with Management Team on 12 April 2022.

10. Draft Management Team agenda: 22 March 2022

Management Team noted the proposed agenda for the meeting of Management Team on 22 March 2022.

11. Best Companies survey results Board report

Martin Walker introduced the Best Companies survey results report, copies of which had been previously circulated.

Management Team were invited to note the proposed report to share the high level results from the recent Best Companies survey.

Following discussion, Management Team noted the draft Board report would be updated following today's consideration of the Best Companies survey results.

12. Best Companies survey results

Jonathan Austin, Best Companies, Angela Canning, Audit Director, Performance Audit and Best Value Gordon Robertson, L&D Assistant Manager and Susan Burgess, Assistant HR Manager, joined the meeting.

Jonathan Austin of Best Companies congratulated Audit Scotland on retaining its status of a One star organisation as a 'Very Good' organisation to work for and invited Management Team to consider the results from this year's survey of colleagues.

During detailed discussion, Management Team welcomed the engagement and response rate by colleagues and the results for each of the eight factors compared with other one star companies and considered the three areas of strategic focus including organisational clarity linked to Audit Scotland's core principles, ambition and plan, increased managerial engagement and continued support for colleagues' wellbeing.

Following discussion, Management Team welcomed the presentation of this year's Best Companies survey results and noted the proposed communication and engagement plans with colleagues in the coming weeks.

Management Team thanked Jonathan for his time and insight into this year's results.

Jonathan Austin, Angela Canning, Gordon Robertson and Susan Burgess left the meeting.

13. Review of meeting

Management Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting to support valuable and informed discussion.

14. Date of next meeting: 6 April 2022

The next meeting of Management Team will take place on 6 April 2022.

Minutes

Management Team

Wednesday 6 April 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Mark Roberts
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Michael Oliphant, Audit Director, Audit Services
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer

1. Minutes of meeting on 22 March 2022

The draft minutes dated 22 March 2022 were considered and Management Team agreed that these were an accurate record of the meeting.

2. Confidential minutes of meeting on 22 March 2022

The draft confidential minutes dated 22 March 2022 were considered via correspondence and Management Team agreed that these were an accurate record of the meeting.

3. 10-year review of training scheme provider – update

Michael Oliphant, Audit Director, Audit Services, joined the meeting.

Michael Oliphant introduced the 10-year review of training scheme provider report, copies of which had been previously circulated.

Michael invited Management Team to note this was an interim report following Audit Services Group Management Team (ASGMT) undertaking a 10-year review of Audit Scotland's training provider being undertaken to cover key areas of consideration including the success of the existing ICAS qualification achieves over the past 10 years, routes to widening attraction and the review of available training providers for the future.

During detailed discussion, Management Team welcomed the work underway to analyse the data gathered, noted discussions underway across the audit groups on future proposals, engagement with HR on the workforce plan, considered procurement routes and

regular review points and discussed the potential risk of limited market interest all of which will inform our future approach.

Following discussion, Management Team welcomed the report and discussion and noted a fuller report will be presented to Management Team in May 2022.

Action(s): A further discussion to be scheduled. (May 2022)

4. Hotlist of audit risks and statutory report log

Simon Ebbett, Communications Manager, joined the meeting.

Mark Roberts introduced the Hotlist of emerging audit risks report, copies of which had been previously circulated.

Mark invited Management Team to consider the addition of five new risks and note the forthcoming update on public sector risk and issues overview which will be published shortly.

During detailed discussion, Management Team reflected on the wider cost pressures across the public sector more generally including governance arrangements and noted ongoing pressure on health and care services more widely.

Following discussion, Management Team welcomed the report and agreed a discussion with Leadership Group on the public sector risk and issues overview be scheduled.

5. Communications Digest

Simon Ebbett introduced the Communications Digest report, copies of which had been previously circulated.

Simon invited Management Team to consider the key highlights reported, including publications and ongoing level of media interest and increasing social media engagement and activity.

During discussion, Management Team welcomed the update and reflected on the work of the Communications teams, the level of engagement on audit and its impact being achieved through the various routes of media activity.

Following discussion, Management Team welcomed the report and discussion.

Simon Ebbett left the meeting.

6. Covid-19 update

Martin Walker invited Management Team to consider the updates provided in the Covid-19 external summary document.

During discussion, Management Team noted infection rates remain high, guidance remains for the use of face coverings in public places, noted arrangements for testing were reducing and a reduction in office activity over the Easter period.

Following discussion, Management Team welcomed the update.

7. Draft Management Team agenda: 12 April 2022

Management Team noted apologies had been received from Stephen Boyle and Antony Clark and therefore the next meeting of Management Team would be on 19 April 2022. Management Team agreed those items of business which would be considered by correspondence or rescheduled.

8. Any other business

There was no other business.

9. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive nature of reporting to support detailed discussion.

10. Management Team communication

Management Team reflected on the discussions at today's meeting and Martin Walker agreed to draft and share a summary with colleagues.

11. Date of next meeting: 12 April 2022

In the absence of a meeting on 12 April 2022, the next meeting of Management Team will now take place on 19 April 2022.

Minutes

Management Team

Tuesday 19 April 2022, 10.00am
TEAMS Meeting



Present:

Stephen Boyle (Chair)
Antony Clark
Brian Howarth
Martin Walker
Joy Webber (Minutes)

Apologies:

There were no apologies.

In attendance:

Gillian Woolman, Audit Director, Audit Services
Mark Laird, Audit Manager, Audit Services
Gayle Fitzpatrick, Corporate Governance Manager
Stuart Dennis, Corporate Finance Manager
Steve Murray, Corporate Accountant
Simon Ebbett, Communications Manager
Paul Reilly, Secretary to the Accounts Commission
Lucy Carter, Policy Manager, Accounts Commission
David Robertson, Digital Services Manager

1. Minutes of meeting on 6 April 2022

The draft minutes dated 6 April 2022 were considered and Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

2. Draft Audit Scotland Transparency Report for 2021

Gillian Woolman, Audit Director, Audit Services, and Mark Laird, Audit Manager, Audit Services, joined the meeting.

Gillian Woolman introduced the Draft Audit Scotland Transparency Report for 2021, copies of which had been previously circulated.

Gillian invited Management Team to consider the draft Audit Scotland Transparency Report for 2021 and comment on its format and content prior to external publication.

During detailed discussion, Management Team welcomed that following conclusion of last year's review there were no subsequent independent reviews required, noted the comparative performance this year despite ongoing resource challenges and noted the timing of delivery of outputs for the respective sectors. In addition, Management Team agreed additional commentary be included in relation to resourcing pressures and the investment made to build capacity, reflect on the impact of the ongoing external operating

environment and highlight the learning from and delivery of the audit quality improvement programme in response to last year's independent review.

Following discussion, Management Team welcomed the comprehensive nature of the report, the added value and impact of reporting and the assurance provided.

Action(s): Gillian Woolman to circulate an updated version of the report. (May 2022)

Gillian Woolman and Mark Laird left the meeting.

3. Audit Scotland: SIP Governance

Gayle Fitzpatrick, Corporate Governance Manager, joined the meeting.

Gayle Fitzpatrick introduced the Audit Scotland: SIP Governance report from BDO, copies of which had been previously circulated.

Gayle invited Management Team to note the substantial assurance received on the design and operational effectiveness of the Strategic Improvement Programme with two low ranking recommendations.

During discussion, Management Team welcomed the assurance received and welcomed the review undertaken of the wider scope policies underpinning the overall programme.

Following discussion, Management Team noted the report and approved its submission to the Audit Committee meeting on 11 May 2022.

4. Annual review of business continuity arrangements 2022

Gayle Fitzpatrick introduced the Annual review of business continuity arrangements 2022 report, copies of which had been previously circulated.

Gayle invited Management Team to note the annual review of Business Continuity arrangements, approve the Policy and Objectives, note that the incident recovery plans have been updated and agree that, subject to revision, these be recommended to the Audit Committee meeting on 11 May 2022; and note that minor revisions to the plans may take place during the year as appropriate.

During discussion, Management Team considered the minor amendments proposed and welcomed the review, noted the controller function arrangements and the continuity review recently undertaken by the Accounts Commission and the applicable policies and procedures.

Following discussion, Management Team noted the update provided following the annual review and agreed a number of further minor amendments prior to submission to the Audit Committee meeting on 11 May 2022.

5. Audit Scotland Terms and Conditions

Stuart Dennis, Corporate Finance Manager, and Steve Murray, Corporate Accountant, joined the meeting.

Stuart Dennis introduced the Audit Scotland Terms and Conditions report, copies of which had been previously circulated.

Stuart invited Management Team to approve the revised Terms and Conditions for the purchase of goods and services.

During detailed discussion, Management Team noted an increase in the number of challenges received from suppliers over the past year on Audit Scotland's terms and conditions which form part of any tender or service arrangement and welcomed the assurance provided to ensure the impact for contracts are minimised.

Following discussion, Management Team approved the revised Terms and Conditions for the purchase of goods and services.

Stuart Dennis and Steve Murray left the meeting.

6. Governance statement and certificate of assurance 2021-22

Gayle Fitzpatrick introduced the Governance statement and certificate of assurance 2021-22 report, copies of which had been previously circulated.

Gayle invited Management Team to consider the certificates of assurance to determine whether they raise any issues which should be drawn to the attention of the Audit Committee or the Audit Scotland Board at their meetings on 1 June 2022 with the Annual Accounts and governance statements. Gayle also invited Management Team to recommend the Acting Director, Corporate Services Group, submit an Audit Scotland certificate of assurance to the Audit Committee and Board as part of the annual assurance process.

During discussion, Management Team noted the engagement and contributions by the respective business groups, welcomed the robustness of the controls in place and considered the overall process and areas of best practice identified.

Following discussion, Management Team agreed to recommend the Acting Director, Corporate Services Group, submit an Audit Scotland certificate of assurance to the Audit Committee and Board as part of the annual assurance process.

Gayle Fitzpatrick left the meeting.

7. Covid-19 update

Simon Ebbett, Communications Manager, joined the meeting.

Martin Walker invited Management Team to consider the updates provided in the Covid-19 monitoring report.

During discussion, Management Team noted the latest advice from the Scottish Government and guidance on the use of facemasks, number of cases reported and the upturn in colleagues accessing workplaces.

Following discussion, Management Team welcomed the update and discussion.

Simon Ebbett left the meeting.

8. Accounts Commission Strategy Seminar – verbal update

Paul Reilly, Secretary to the Accounts Commission, joined the meeting.

Paul Reilly shared a verbal update following on from the Accounts Commission Strategy Seminar which took place on 30 and 31 March 2022 and presented a summary slide of six areas for development.

During discussion, Management Team considered each of the areas identified including resource control in relation to finance and support, relationships with audit partners and stakeholders, sustainable and impactful forward work programme, audit quality reporting and enhanced communication of the Commission's role, profile and impact.

Management Team noted further development of the action plan was required in consultation with key stakeholders to agree milestones and resources to support delivery.

Following discussion, Management Team welcomed the verbal update and agreed a further update be scheduled in early course.

Action(s): A further update to be scheduled. (May 2022)

9. Livestreaming hybrid Commission meetings 2022

Lucy Carter, Policy Manager, Accounts Commission, and David Robertson, Digital Services Manager, joined the meeting.

Paul Reilly introduced the Livestreaming hybrid Commission meetings 2022 report, copies of which had been previously circulated.

Paul invited Management Team to agree an extension to the livestreaming pilot with Precise Events and the recommendation to run a procurement process to secure a longer-term solution, and discuss Audit Scotland's strategic and corporate requirements in this area.

During detailed discussion, Management Team considered the continued appetite, quality and benefits of the livestreaming of Accounts Commission meetings and noted ongoing development and testing of alternative options for broadcasting meetings more generally. In terms of the procurement, Management Team recognised the level of investment required over the next five years and agreed a report be scheduled for Management Team and the Board following conclusion of the extended pilot.

Following discussion, Management Team agreed to a three-month extension of the pilot.

Action(s): A further report to be scheduled. (August 2022)

Paul Reilly, Lucy Carter and David Robertson left the meeting.

10. Draft Management Team agenda: 26 April 2022

Management Team noted the proposed agenda for the meeting of Management Team on 26 April 2022 and given the volume of business scheduled agreed to consider appropriate items of business via correspondence.

11. Any other business

Antony Clark provided a staffing update in Performance Audit and Best Value. There was no other business for discussion.

12. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive nature of reporting to support detailed discussion.

13. Management Team Communications

Management Team reflected on the discussions at today's meeting and Martin Walker agreed to draft and share an update on the latest Covid 19 guidance issue by the Scottish Government, Audit Scotland's annual assurance process and activity together with an update on executive recruitment.

14. Date of next meeting: 26 April 2022

The next meeting of Management Team will take place on 26 April 2022.

Minutes

Management Team

Tuesday 26 April 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Pauline Gillen
Martin Walker
Joy Webber (Minutes)

Apologies:

Owen Smith, Senior Manager, Audit Quality and Appointments

In attendance:

Elaine Boyd, Associate Director, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
Susan Burgess, Assistant HR Manager
Gordon Robertson, L&D Assistant Manager
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer
Dharshi Santhakumaran, Correspondence Manager
Simon Ebbett, Communications Manager
Lucy Carter, Policy Manager, Accounts Commission

1. Minutes of meeting on 19 April 2022

The draft minutes dated 19 April 2022 were considered and Management Team agreed that these were an accurate record of the meeting.

2. Confidential item

This item is the subject of a separate confidential minute.

3. Confidential item

This item is the subject of a separate confidential minute.

4. Workforce Plan 2022/23

Susan Burgess, Assistant HR Manager and Gordon Robertson, L&D Assistant Manager, joined the meeting.

Susan Burgess introduced the Workforce Plan 2022/23 report, copies of which had been previously circulated.

Susan invited Management Team to consider and discuss the draft workforce plan, to note that further amendments will be made following further internal engagement and to agree

that the plan be submitted to the Remuneration and Human Resources Committee meeting of 11 May 2022, subject to any agreed amendments.

During detailed discussion, Management Team welcomed the contributions from the various business groups, recognised the progress we are making and the interconnections with our people strategy, corporate and financial planning. In addition, Management Team reflected on market availability of quality candidates, considered other channels for engagement and attraction, ongoing support and training for colleagues, noted a review of the Career Development Gateways scheduled for later in the year, further consideration of key people risks and highlighted further engagement on support arrangements for the Accounts Commission.

Following discussion, Management Team welcomed the draft Workforce Plan and agreed that it be submitted to the Remuneration and Human Resources Committee meeting of 11 May 2022, subject to the amendments agreed during discussion.

5. Equality Diversity and Inclusion

Susan Burgess introduced the Equality Diversity and Inclusion report, copies of which had been previously circulated.

Susan invited Management Team to agree in principle the proposed recommendations of the Equality Diversity and Inclusion action plan, subject to an annual update via Management Team and discussion at the Remuneration and Human Resources Committee.

During discussion, Management Team noted the work undertaken so far to strengthen and implement equality, diversity and inclusion in Audit Scotland and noted the future developments proposed and consideration of potential partner organisations to support our ambitions in this area through an appropriate procurement exercise.

Following discussion, Management Team welcomed the report, agreed a number of refinements to the report and agreed their support in principle of the proposed recommendations in the Equality Diversity and Inclusion action plan prior to its submission to the Remuneration and Human Resources Committee for its meeting on 11 May 2022.

Susan Burgess, Gordon Robertson and Stuart Dennis left the meeting.

6. Review of risk register

Gayle Fitzpatrick, Corporate Governance Manager, joined the meeting.

Gayle Fitzpatrick introduced the Review of risk register report, copies of which had been previously circulated.

Gayle invited Management Team to consider the updated risk register and discuss the risk assessments, controls and mitigating actions in place; to identify if any further management action is required; and to agree the risk register be submitted for the Audit Committee meeting on 11 May 2022.

During detailed discussion, Management Team considered each of the risks and status of each, welcomed engagement with the Chair of the Audit Committee on the articulation and

monitoring of risks and noted the proposed strategic risk discussion to be scheduled with our internal auditors Wylie & Bisset in the summer.

Management Team considered the impact of Covid-19 and agreed that this risk may reduce in the next iteration of the report given the changing external operating environment, noted the approach to considering risks for inclusion in the corporate risk register and noted further engagement following the Accounts Commission's recent strategy seminar.

Following discussion, Management Team agreed that the risk register be submitted to the Audit Committee meeting of 11 May 2022, subject to minor amendments.

7. Suite of annual assurance reports 2021/22

Ian Metcalfe, Corporate Performance Officer, joined the meeting.

Gayle Fitzpatrick introduced the Suite of annual assurance reports 2021/22 report, copies of which had been previously circulated.

Gayle invited Management Team to note the suite of reports and, subject to any amendments, approve the submission of the reports as follow:

- Review of performance management arrangements, Data incidents/loss, Hospitality and gifts, Bribery and Fraud, Whistleblowing and Correspondence and Whistleblowing to the Audit Committee on 11 May 2022.
- Freedom of Information / Environmental Information Regulations and Complaints to the Board on 17 May 2022.

Gayle also invited Management Team to note that it would consider the annual report on information governance and security at its meeting on 3 May 2022.

a. Review of performance management and arrangements

Management Team noted the performance management arrangements in place and the ongoing and planning performance management developments in 2021/22 and agreed the report be submitted to the Audit Committee on 11 May 2022.

Management Team welcomed the positive assurance provided.

c. Data incidents / loss

Management Team noted the report and following consideration agreed that it be submitted to the Audit Committee on 11 May 2022.

d. Freedom of Information (FOI) / Environmental Information Regulations (EIR)

Management Team considered the report and following discussion agreed that it be submitted to the Board on 1 June 2022.

e. Complaints

Management Team noted there had been three complaints received and following discussion agreed that the report be submitted to the Board on 1 June 2022.

f. Hospitality and gifts

Management Team noted the report and following consideration agreed that it be submitted to the Audit Committee on 11 May 2022.

g. Bribery and fraud

Management Team noted there were no instances of bribery or fraud to report and agreed that the report be submitted to the Audit Committee on 11 May 2022.

h. Whistleblowing

Management Team noted there were no instances of whistleblowing reports and agreed that the report be submitted to the Audit Committee on 11 May 2022.

i. Correspondence and whistleblowing

Dharshi Santhakumaran, Correspondence Manager, joined the meeting.

Dharshi Santhakumaran introduced the 2021/22 Annual report on Correspondence and Whistleblowing, copies of which had been previously circulated.

Management Team considered the report and during discussion, agreed that it be submitted to the Audit Committee on 11 May 2022.

Following consideration of the suite of annual assurance reports for 2021/22, Management Team expressed their thanks to colleagues for their work and the assurance provided.

Gayle Fitzpatrick, Ian Metcalfe and Dharshi Santhakumaran left the meeting.

8. Covid-19 update

Simon Ebbett, Communications Manager, joined the meeting.

Martin Walker invited Management Team to consider the updates provided in the Covid-19 monitoring report.

During discussion, Management Team noted the removal of the final legal restrictions, reduced testing and considered the anticipated societal change going forward.

Following discussion, Management Team welcomed the update and discussion.

Simon Ebbett left the meeting.

9. Draft Accounts Commission agenda: 12 May 2022

Lucy Carter, Policy Manager, Accounts Commission, joined the meeting.

Lucy Carter introduced the Accounts Commission business report, copies of which had been previously circulated, and shared a verbal update on the Controller of Audit recruitment and the appointment of four new Commission members from October 2022.

During discussion, Management Team noted the draft Accounts Commission agenda and welcomed the update of the forthcoming recruitment campaign and associated timeline. In addition, Management Team noted the proposed appointment of four new commission members this year with a further three anticipated in 2023.

Following discussion, Management Team welcomed the report and update.

Lucy Carter left the meeting.

10. Draft Audit Committee agenda: 11 May 2022

Management Team noted the proposed agenda for the meeting of the Audit Committee on 11 May 2022.

11. Draft Remuneration and Human Resources Committee agenda: 11 May 2022

Management Team noted the proposed agenda for the meeting of the Remuneration and Human Resources Committee on 11 May 2022.

12. Draft Management Team agenda: 3 May 2022

Management Team noted the proposed agenda for the meeting of Management Team on 3 May 2022.

13. Any other business

There was no other business for discussion.

14. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive nature of reporting to support detailed consideration and discussion.

15. Management Team Communications

Management Team reflected on the discussions during the meeting and Martin Walker agreed to draft and share an update with colleagues.

16. Date of next meeting: 3 May 2022

The next meeting of Management Team will take place on 3 May 2022.

Minutes

Management Team

Tuesday 26 April 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Pauline Gillen
Martin Walker
Joy Webber (Minutes)

Apologies:

Owen Smith, Senior Manager, Audit Quality and Appointments

In attendance:

Elaine Boyd, Associate Director, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
Susan Burgess, Assistant HR Manager
Gordon Robertson, L&D Assistant Manager
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer
Dharshi Santhakumaran, Correspondence Manager
Simon Ebbett, Communications Manager
Lucy Carter, Policy Manager, Accounts Commission

1. Minutes of meeting on 19 April 2022

The draft minutes dated 19 April 2022 were considered and Management Team agreed that these were an accurate record of the meeting.

2. Confidential item

This item is the subject of a separate confidential minute.

3. Confidential item

This item is the subject of a separate confidential minute.

4. Workforce Plan 2022/23

Susan Burgess, Assistant HR Manager and Gordon Robertson, L&D Assistant Manager, joined the meeting.

Susan Burgess introduced the Workforce Plan 2022/23 report, copies of which had been previously circulated.

Susan invited Management Team to consider and discuss the draft workforce plan, to note that further amendments will be made following further internal engagement and to agree that the plan be submitted to the Remuneration and Human Resources Committee meeting of 11 May 2022, subject to any agreed amendments.

During detailed discussion, Management Team welcomed the contributions from the various business groups, recognised the progress we are making and the interconnections with our people strategy, corporate and financial planning. In addition, Management Team reflected on market availability of quality candidates, considered other channels for engagement and attraction, ongoing support and training for colleagues, noted a review of the Career Development Gateways scheduled for later in the year, further consideration of key people risks and highlighted further engagement on support arrangements for the Accounts Commission.

Following discussion, Management Team welcomed the draft Workforce Plan and agreed that it be submitted to the Remuneration and Human Resources Committee meeting of 11 May 2022, subject to the amendments agreed during discussion.

5. Equality Diversity and Inclusion

Susan Burgess introduced the Equality Diversity and Inclusion report, copies of which had been previously circulated.

Susan invited Management Team to agree in principle the proposed recommendations of the Equality Diversity and Inclusion action plan, subject to an annual update via Management Team and discussion at the Remuneration and Human Resources Committee.

During discussion, Management Team noted the work undertaken so far to strengthen and implement equality, diversity and inclusion in Audit Scotland and noted the future developments proposed and consideration of potential partner organisations to support our ambitions in this area through an appropriate procurement exercise.

Following discussion, Management Team welcomed the report, agreed a number of refinements to the report and agreed their support in principle of the proposed recommendations in the Equality Diversity and Inclusion action plan prior to its submission to the Remuneration and Human Resources Committee for its meeting on 11 May 2022.

Susan Burgess, Gordon Robertson and Stuart Dennis left the meeting.

6. Review of risk register

Gayle Fitzpatrick, Corporate Governance Manager, joined the meeting.

Gayle Fitzpatrick introduced the Review of risk register report, copies of which had been previously circulated.

Gayle invited Management Team to consider the updated risk register and discuss the risk assessments, controls and mitigating actions in place; to identify if any further management action is required; and to agree the risk register be submitted for the Audit Committee meeting on 11 May 2022.

During detailed discussion, Management Team considered each of the risks and status of each, welcomed engagement with the Chair of the Audit Committee on the articulation and monitoring of risks and noted the proposed strategic risk discussion to be scheduled with our internal auditors Wylie & Bisset in the summer.

Management Team considered the impact of Covid-19 and agreed that this risk may reduce in the next iteration of the report given the changing external operating environment, noted the approach to considering risks for inclusion in the corporate risk register and noted further engagement following the Accounts Commission's recent strategy seminar.

Following discussion, Management Team agreed that the risk register be submitted to the Audit Committee meeting of 11 May 2022, subject to minor amendments.

7. Suite of annual assurance reports 2021/22

Ian Metcalfe, Corporate Performance Officer, joined the meeting.

Gayle Fitzpatrick introduced the Suite of annual assurance reports 2021/22 report, copies of which had been previously circulated.

Gayle invited Management Team to note the suite of reports and, subject to any amendments, approve the submission of the reports as follow:

- Review of performance management arrangements, Data incidents/loss, Hospitality and gifts, Bribery and Fraud, Whistleblowing and Correspondence and Whistleblowing to the Audit Committee on 11 May 2022.
- Freedom of Information / Environmental Information Regulations and Complaints to the Board on 17 May 2022.

Gayle also invited Management Team to note that it would consider the annual report on information governance and security at its meeting on 3 May 2022.

a. Review of performance management and arrangements

Management Team noted the performance management arrangements in place and the ongoing and planning performance management developments in 2021/22 and agreed the report be submitted to the Audit Committee on 11 May 2022.

Management Team welcomed the positive assurance provided.

c. Data incidents / loss

Management Team noted the report and following consideration agreed that it be submitted to the Audit Committee on 11 May 2022.

d. Freedom of Information (FOI) / Environmental Information Regulations (EIR)

Management Team considered the report and following discussion agreed that it be submitted to the Board on 1 June 2022.

e. Complaints

Management Team noted there had been three complaints received and following discussion agreed that the report be submitted to the Board on 1 June 2022.

f. Hospitality and gifts

Management Team noted the report and following consideration agreed that it be submitted to the Audit Committee on 11 May 2022.

g. Bribery and fraud

Management Team noted there were no instances of bribery or fraud to report and agreed that the report be submitted to the Audit Committee on 11 May 2022.

h. Whistleblowing

Management Team noted there were no instances of whistleblowing reports and agreed that the report be submitted to the Audit Committee on 11 May 2022.

i. Correspondence and whistleblowing

Dharshi Santhakumaran, Correspondence Manager, joined the meeting.

Dharshi Santhakumaran introduced the 2021/22 Annual report on Correspondence and Whistleblowing, copies of which had been previously circulated.

Management Team considered the report and during discussion, agreed that it be submitted to the Audit Committee on 11 May 2022.

Following consideration of the suite of annual assurance reports for 2021/22, Management Team expressed their thanks to colleagues for their work and the assurance provided.

Gayle Fitzpatrick, Ian Metcalfe and Dharshi Santhakumaran left the meeting.

8. Covid-19 update

Simon Ebbett, Communications Manager, joined the meeting.

Martin Walker invited Management Team to consider the updates provided in the Covid-19 monitoring report.

During discussion, Management Team noted the removal of the final legal restrictions, reduced testing and considered the anticipated societal change going forward.

Following discussion, Management Team welcomed the update and discussion.

Simon Ebbett left the meeting.

9. Draft Accounts Commission agenda: 12 May 2022

Lucy Carter, Policy Manager, Accounts Commission, joined the meeting.

Lucy Carter introduced the Accounts Commission business report, copies of which had been previously circulated, and shared a verbal update on the Controller of Audit recruitment and the appointment of four new Commission members from October 2022.

During discussion, Management Team noted the draft Accounts Commission agenda and welcomed the update of the forthcoming recruitment campaign and associated timeline. In addition, Management Team noted the proposed appointment of four new commission members this year with a further three anticipated in 2023.

Following discussion, Management Team welcomed the report and update.

Lucy Carter left the meeting.

10. Draft Audit Committee agenda: 11 May 2022

Management Team noted the proposed agenda for the meeting of the Audit Committee on 11 May 2022.

11. Draft Remuneration and Human Resources Committee agenda: 11 May 2022

Management Team noted the proposed agenda for the meeting of the Remuneration and Human Resources Committee on 11 May 2022.

12. Draft Management Team agenda: 3 May 2022

Management Team noted the proposed agenda for the meeting of Management Team on 3 May 2022.

13. Any other business

There was no other business for discussion.

14. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive nature of reporting to support detailed consideration and discussion.

15. Management Team Communications

Management Team reflected on the discussions during the meeting and Martin Walker agreed to draft and share an update with colleagues.

16. Date of next meeting: 3 May 2022

The next meeting of Management Team will take place on 3 May 2022.

Minutes

Management Team

Tuesday 3 May 2022, 10.00am
TEAMS Meeting



Present:

Martin Walker (Chair)
Stephen Boyle
Antony Clark
Mark Taylor
Jennifer Ross (Minutes)

Apologies:

There were no apologies

In attendance:

Gayle Fitzpatrick, Corporate Governance Manager
Gillian Woolman, Audit Director, Audit Services
Mark Laird, Audit Manager, Audit Services
Elaine Barrowman, Senior Audit Manager, Audit Services
Nicola Paton, Digital Project Officer, Digital Services
Susan Burgess, Assistant HR Manager
Stuart Dennis, Corporate Finance Manager

1. Minutes of meeting on 26 April 2022

The draft minutes dated 26 April 2022 were considered by Management Team.

Management Team agreed that these were an accurate record of the meeting, subject to minor amendment.

Confidential minutes of meeting on 26 April 2022

Management Team agreed that these confidential minutes were an accurate record of the meeting.

2. Introduction to Internal auditors Wyllie & Bissett

Gayle Fitzpatrick, Corporate Governance Manager, joined the meeting.

Gayle Fitzpatrick began the discussion and introduced Graham Gillespie and Stephen Pringle, Internal auditors from Wyllie & Bissett.

During detailed discussion, Management Team welcomed the appointment of Wyllie and Bissett as Audit Scotland's internal auditors. They noted the work already undertaken on the audit needs assessment and the draft internal audit plan. Management Team were supportive of the suggested areas for inclusion in the plan.

Management Team noted that a Risk Management workshop is scheduled to take place in the Summer and agreed that this will be a useful exercise.

Ian Metcalf joined the meeting.

3. Internal audit follow up report (BDO)

Gayle Fitzpatrick introduced the Internal Audit follow up report (BDO) report, copies of which had been previously circulated.

During detailed discussion, Management Team noted that the conclusion in the interim report is inconsistent with both the overall content of the follow up report and the annual report. Management Team requested that the disparity be addressed with BDO.

Management Team reflected on the recommendations in the report and welcomed the progress that took place during a period of considerable change for the organisation. It was agreed that a review be undertaken by Wyllie and Bisset to ensure the recommendations remain relevant.

4. Internal audit annual report (BDO)

Gayle Fitzpatrick introduced the Internal audit annual report (BDO) report, copies of which had been previously circulated.

Gayle invited Management Team to comment on the content of the report

During detailed discussion, Management Team welcomed that the tone of the report was positive and noted the absence of an overall level of assurance in the report which requires to be expanded on by BDO.

Following discussion, Management Team thanked the Corporate Governance Team for their input on this.

Gayle Fitzpatrick and Ian Metcalf left the meeting

5. 2021 Audit Scotland Transparency Report

Gillian Woolman, Audit Director, Audit Services and Mark Laird, Audit Manager, Audit Services joined the meeting.

Gillian invited Management Team to consider the final draft Transparency report for 2021 prior to submission to the meeting of the Audit Committee on 11 May 2022.

During detailed discussion, Management Team considered the draft and noted they were supportive of the tone and content.

Whilst considering the Key Messages, Management Team asked that more consideration be given to the ordering, the emphasis of certain issues be adjusted, and some key areas of focus are highlighted more prominently.

Turning to the content of the report, Management Team agreed a number of comments and suggestions which were welcomed by Gillian and Mark.

Following discussion, Management Team expressed thanks to everyone involved in the compilation of the report.

6. Audit Quality: Improvement Actions

Elaine Barrowman, Senior Audit Manager, Audit Services joined the meeting with Gillian Woolman.

Gillian Woolman introduced the Audit Quality: Improvement Actions report copies of which had been previously circulated.

Gillian invited Management Team to consider the attached quality improvement action plan.

During detailed discussion, Management Team expressed their support for the approach set out in the report and welcomed the change of focus in the action plan to provide more emphasis on auditors making better use of resources available to them.

Management Team reflected on the improvements that have already been made and anticipated that the developments being made will continue to have a positive impact. Management Team expressed a desire for the continuous improvement messages contained in the report to be communicated to the wider organisation.

Gillian Woolman, Mark Laird, and Elaine Barrowman left the meeting.

7. 2021/22 Annual report on Information governance and security

Nicola Paton, Digital Project Officer, Digital Services, joined the meeting with Gayle Fitzpatrick.

Nicola Paton introduced 2021/22 Annual report on Information governance and security report, copies of which had been previously circulated.

Nicola invited Management Team to note the contents of the report and to agree, subject to amendments, this report be submitted to Audit Committee on 11 May 2021.

During detailed discussion, Management Team welcomed the review and analysis of the findings from the SEPA cyber-attack and noted it had informed Audit Scotland's approach to preventing cyber-attacks.

Management Team went on to explore the risks and mitigations which are required until MKI/Pentana can be moved to a cloud-based system. Management Team welcomed the updated timelines on the progress of this project.

Turning to ISO recertification, Management Team welcomed the outcome that Audit Scotland had been recommended for recertification with no nonconformities and one opportunity for improvement. Management Team recognised the contribution that colleagues from across the organisation made in achieving the recertification recommendation.

Susan Burgess, Assistant HR Manager and Stuart Dennis, Corporate Finance Manager joined the meeting

8. Policy reviews

Information Security Management policy

Nicola Paton introduced the Information Security Management policy, copies of which had been previously circulated.

Management Team were invited to consider the policy updates and approve the new version of the policy.

During detailed discussion, Management Team noted changes to the policy and welcomed the changes to the objectives. Management Team considered the implications of the increasing use of client data and how this was reflected in the policy.

Management Team discussed how assurances around the security of data could be communicated to clients and the extent to which this will feature as engagement begins for the new round of audit appointments.

Following discussion, Management Team approved the policy

Counter Fraud, Diversity and Equality and Bullying and Harassment policies

Susan Burges introduced the Counter Fraud, Diversity and Equality and Bullying and Harassment policies, copies of which had been previously circulated.

b) Counter Fraud

During detailed discussions Management Team suggested that the paragraph 6 references to the Proceeds of Crime act and the Criminal Finances act be expanded so that there is more clarification for colleagues on how these are applicable. Management Team also suggested an action to raise awareness on these areas.

Following discussion, Management Team approved the policy subject to the requested amendments

c) Diversity and equality

Following discussion, Management Team thanked colleagues for the updates and approved the policy subject to clarification around data collection of protected characteristics.

d) Bullying and Harassment

During detailed discussion Management Team highlighted that this policy needs to reflect current circumstances in the external environment and incorporate lessons learned from how other organisations have handled issues of this type. Management Team agreed time should be taken to review the policy.

Management Team discussed the options on how to proceed with this and what key elements a reviewed policy should include. It was also noted that this should link in with work being carried out on organisational values.

Following discussions Management Team requested that the current policy be amended to make it location neutral and accepted the updates until such times that it can be subject to a more fundamental review.

Management Team recognised that timescales for this review will need to be thought out and presented at a future Management Team meeting.

It was also agreed that any reviewed policy will be subject to Remco/Board approval going forward.

Action(s): A further update to be scheduled.

Gayle Fitzpatrick, Susan Burgess and Nicola Paton left the meeting.

9. Q4 Financial performance report

Stuart Dennis introduced the Q4 Financial performance report, copies of which had been previously circulated.

Stuart Dennis invited Management Team to note the un-audited financial results for the twelve months to 31 March 2022.

During detailed discussion, Management Team noted the underspend figures and provisions for travel and recognised that final figures are subject to more work.

Following discussion, Management Team thanked Stuart for his report.

Stuart Dennis left the meeting.

10. Covid update

Martin Walker provided Management Team with an update on Covid-19 and referred to the reduction in infection rates, changes to public health restrictions and current public health messaging.

During discussions Management Team reflected on office capacity, future expectations of colleagues and continued approaches to hybrid working.

Susan Burgess re-joined the meeting.

11. Remuneration and Human Resources Committee: 2021/22 performance and future priorities

Susan Burgess introduced the Remuneration and Human Resources Committee: 2021/22 performance and future priorities

Management Team was invited to:

- consider the draft report, discussing and agreeing upon areas which the Committee should take forward as priority areas for 2022/23
- subject to any amendments, approve the submission to the Remco.

During detailed discussion, Management Team suggested that an assessment of performance should be included into the report along with a statement on effectiveness. It was also suggested that retention be included under the area of attraction and recruitment.

Management Team noted their support of the future priorities set out in the report.

Following discussion, Management Team approved this report subject to suggested changes.

Susan Burgess left the meeting.

12. Draft Management Team agenda: 10 May 2022

Management Team noted the proposed agenda for the meeting of Management Team on 10 May 2022. It was recognised that along with scheduled business, the meeting will include strategic discussions.

13. Any other business

Martin's Walker raised the issue of content of the workforce plan.

During discussions Management Team considered 4 business critical posts and the context in which they should be included in the plan.

Following discussions, Management Team agreed these posts should be incorporated in the workforce plan.

14. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive nature of reporting to support detailed consideration and discussion.

15. Management Team Communications

Management Team reflected on the discussions during the meeting and Martin Walker agreed to draft and share an update with colleagues on Audit Quality, Internal audit and annual assurance and policies.

16. Date of next meeting: 10 May 2022

The next meeting of Management Team will take place on 10 May 2022.

Minutes

Management Team

Tuesday 10 May 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Gillian Woolman
Martin Walker
Jennifer Ross (Minutes)

Apologies:

There were no apologies

In attendance:

Gordon Robertson, L&D Assistant Manager
Susan Burgess, Assistant HR Manager
Mark MacPherson, Senior Manager, Performance Audit and Best Value
Parminder Singh, International Liaison Manager
Gayle Fitzpatrick, Corporate Governance Manager
Paul Reilly, Secretary to Accounts Commission
Ian Metcalfe, Corporate Performance Officer

1. Minutes of meeting on 3 May 2022

The draft minutes dated 3 May 2022 were considered. Management Team agreed that these were an accurate record of the meeting subject to minor amendment.

Management Team noted the update that BDO had amended their Internal audit follow up report (Item 3 of the minute) and it was now consistent with the rest of the report and the Internal audit annual report.

Management Team noted the update that BDO were not able to expand on the assurance levels stated in the Internal audit report (Item 4 of the minute).

2. 2021/22 Annual report on Health, Safety and Wellbeing

Gordon Robertson L&D Assistant Manager and Susan Business Assistant HR Manager joined the meeting.

Gordon Robertson introduced the 2021/22 Annual report of Health, Safety and Wellbeing, copies of which had been previously circulated.

Gordon invited Management Team to note and comment upon this report prior to it being considered by the Audit Committee on 1 June 2022.

During discussion, Management Team welcomed the report and the work around supporting the area of Health, Safety and Wellbeing. Management Team expressed its support for the future priorities.

Management Team also reflected on the data contained within the report recognising improvements in relation to colleague's mental health. It noted the information on annual leave balances.

Following discussion, Management Team expressed a desire for the report to be promoted more widely amongst colleagues and confirmed it would be considered by Audit Committee on 1 June 2022.

Gordon Robertson and Susan Burgess left the meeting.

3. 2021/22 Draft Annual Report on International Work

Mark MacPherson, Senior Manager and Parminder Singh, International Liaison Manager joined the meeting.

Parminder Singh introduced the 2021/22 Draft Annual Report on International Work, copies of which had been previously circulated.

Parminder invited Management Team to consider and approve the draft international work annual report for 2021-22.

During discussion, Management Team welcomed the report and expressed gratitude for work carried out as International Liaison Manager. Management Team recognised the challenges of carrying out this role during the pandemic.

Management Team expressed a desire for the International Liaison Manager, once appointed, to attend a future Management Team meeting to ensure that continuing international work is considered alongside Audit Scotland's wider world-class audit ambitions.

Management Team noted the importance of Audit Scotland's choice of any future international partners to ensure that this appropriately reflects current world events.

Management Team expressed huge appreciation to Parminder for the work carried out as International Liaison Manager.

Following discussion, Management Team confirmed that the report would be considered by the Board on 1 June 2022.

Action: **Date TBC**

Following appointment of the new ILM, he/she to be invited to a future meeting of Management Team.

Mark MacPherson and Parminder Singh left the meeting.

4. Q4 Corporate Performance Report

Gayle Fitzpatrick, Corporate Governance Manager joined the meeting.

Gayle Fitzpatrick introduced the Q4 Corporate Performance report, copies of which had been previously circulated.

Gayle invited Management Team to:

- review the performance in quarter four
- review the overall performance is 2021/22
- consider whether any additional management action is required.

During discussion, Management Team welcomed the report and recognised it as positive assessment of organisational performance. Management Team reflected on the metrics contained within the report and noted how they might be expanded in the future, to better assess effective use of resources and the impact of public audit.

Following discussion, Management Team expressed thanks to Gayle, Ian Metcalfe and PRMG for contributions to the report.

Management Team expressed a desire for an assessment of current performance measures and for this to be incorporated into wider outcomes and impact work.

Management Team requested that any changes to performance measures be factored into reporting methods as soon as it practical.

Management Team confirmed it was content for this report to be considered by the Audit Scotland Board on 1 June 2022.

Action: AC and GF to follow up on reporting deadlines

Gayle Fitzpatrick left the meeting.

5. Covid-19 Update

Martin Walker gave a verbal update on the current covid situation and then invited Management Team to consider the draft Covid-19 update prior to submission to the meeting of the Board on 17 May 2022.

During discussion, Management Team noted the current statistics, and that Audit Scotland were currently reviewing the latest version of the Scottish Government/STUC joint agreement on covid and hybrid working. Management Team was confident that all arrangements contained within the report had already been put into practice by Audit Scotland.

Management Team considered the draft Covid-19 update and was content for the report to be considered by the Audit Scotland Board on 1 June 2022.

6. Draft Accounts Commission Committees agenda: 26 May 2022

Paul Reilly, Secretary to Accounts Commission

Management Team noted the proposed agenda for the meeting of Accounts Commission Committees on 26 May 2022.

Paul Reilly left the meeting

7. Draft SIP Programme Board agenda: 18 May 2022

Management Team noted the proposed agenda for the meeting of SIP Programme Board on 18 May 2022

8. Draft Board Meeting agenda: 17 May 2022

Management Team noted the proposed agenda for the meeting of the Board on 17 May 2022.

9. Draft Board Meeting agenda: 1 June 2022

Management Team noted the proposed agenda for the meeting of the Board on 1 June 2022.

10. Draft Management Team agenda: 24 May 2022

Management Team noted the proposed agenda for the meeting of Management Team on 24 May 2022.

11. Any other business

Management Team noted points raised at the recent NHS overview post project meeting around strategic resourcing.

12. Review of meeting

Management Team reflected on the meeting and welcomed the comprehensive nature of reporting to support detailed consideration and discussion.

13. Management Team Communications

Management Team reflected on the discussions during the meeting

14. Date of next meeting: 24 May 2022

The next meeting of Management Team will take place on 24 May 2022.

Minutes

Management Team

Tuesday 24 May 2022, 2.00pm
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Brian Howarth
Martin Walker
Lorna McEwan (Minutes)

Apologies:

There were no apologies

In attendance:

Stuart Dennis, Corporate Finance Manager
Simon Ebbett, Communications Manager
Gayle Fitzpatrick, Corporate Governance Manager
Paul Reilly, Secretary to the Accounts Commission

1. Minutes of meeting on 10 May 2022

The draft minutes dated 10 May 2022 were considered. Management Team agreed that these were an accurate record of the meeting subject to minor amendment.

2. Draft 2021/22 Audit Scotland accounts

Stuart Dennis, Corporate Finance Manager, and Simon Ebbett, Communications Manager, joined the meeting.

Stuart Dennis introduced the draft 2021/22 Audit Scotland accounts, copies of which had been previously circulated.

Stuart informed Management Team that following discussion with Alexander Sloan, Chartered Accountants this morning, the uncertainty around provision had been clarified and the figures within the report would be updated prior to consideration by the Audit Committee and the Board.

During discussion, Management Team reflected on the legislation around provision and whether this was a legal or constructive obligation and was satisfied, following clarification from Stuart, that this was indeed a legal obligation.

Following a question on exit packages, Stephen confirmed that due processes had been followed.

A discussion followed around the communication of potential rebates of external audit fees to public bodies (attributable to this audit year) and it was agreed that this would be further considered over the next week or so, should timing allow.

Management Team welcomed sight of the unaudited accounts and the opportunity to comment. Stephen asked Stuart and Simon to pass on the gratitude of Management Team to the teams involved in the compilation of the draft accounts which had been set out in a clear, professional and balanced format.

Subject to final amendment, Management Team approved the draft 2021/22 Audit Scotland accounts for consideration by the Audit Committee and Board and subsequent signing by the AGS as Accountable Officer on 6 June 2022.

Stuart Dennis and Simon Ebbett left the meeting.

3. 2022/23 Draft internal audit plan

Gayle Fitzpatrick, Corporate Governance Manager joined the meeting.

Gayle Fitzpatrick introduced the 2022/23 Draft Internal Audit Plan, copies of which had been previously circulated.

Gayle highlighted the key messages from the report and invited Management Team to comment.

Management Team welcomed the inclusion of the audit of Green Futures and Hybrid Working and following discussion agreed that the sequencing of the Hybrid Working reviews may be revised.

Management Team acknowledged the impact of the key dates proposed for 2022 and suggested that thought be given to profiling, within reason, over the course of the plan.

Martin highlighted the forthcoming Risk Assurance Workshop scheduled to take place on 18 August and Management Team noted that he and Gayle would be undertaking an assurance mapping exercise in advance of this, as part of the overall risk assurance process.

Management Team welcomed sight of the report and the opportunity to comment.

Following discussion, Management Team approved the 2022/23 draft internal audit plan for consideration by the Audit Committee on 1 June 2022.

4. Review of Risk Register

Gayle Fitzpatrick introduced the Review of the Risk Register, copies of which had been previously circulated.

Gayle reminded Management Team that the Risk Register had been considered by the Audit Committee on 11 May and had subsequently been revised following feedback.

Management Team noted that the Risk Register currently contained two 'red risks' and nine 'amber risks' and agreed to consider each risk individually at the meeting. Following

discussion, it was agreed that risks A5-A8 may be refreshed/ re-articulated following the Risk Assurance Workshop on 18 August.

Management Team agreed to note the updated Risk Register.

Gayle Fitzpatrick left the meeting.

5. Covid-19 Update

Martin Walker gave a verbal update on the current covid situation and invited Management Team to comment.

During discussion, Management Team reflected on social distancing arrangements within public sector offices and requested that this be considered at a future meeting, with a view to potentially reducing our approach to social distancing in our offices as appropriate.

Action: *Scottish Government and other organisations office working arrangements to be sought and considered at a future meeting of Management Team in the context of the extant public health guidance. Martin Walker (30 June 2022)*

6. Strategic Improvement Programme Board Update

Martin Walker introduced the Strategic Improvement Programme Board Update, copies of which had been previously circulated.

Management Team was invited to note the progress update on the Strategic Improvement Programme and next steps.

Management Team approved the report for consideration by the Board on 1 June 2022.

7. Draft Management Team agenda: 31 May 2022

Management Team noted the proposed agenda for the meeting of 31 May 2022.

8. Draft Audit Committee agenda: 1 June 2022

Management Team noted the proposed agenda for the meeting of 1 June 2022

9. Draft Board Meeting agenda: 1 June 2022

Management Team noted the proposed agenda for the meeting of 1 June 2022, subject to minor amendment.

10. Draft Accounts Commission agenda: 9 June 2022

Paul Reilly, Secretary to Accounts Commission joined the meeting.

Paul Reilly introduced the draft Accounts Commission agenda for the meeting scheduled to take place on 9 June 2022, copies of which had been previously circulated.

Paul informed Management Team of one additional item for inclusion on the draft agenda – Housing Benefit – administration and scoping.

Following discussion, Paul confirmed that he would liaise with our Corporate Governance Manager in respect of item 17 on the agenda – Commission Code of Conduct.

Management Team noted the proposed agenda for the meeting of Accounts Commission Committees on 9 June 2022, subject to minor amendment.

Paul Reilly left the meeting.

11. Any other business

No other business was discussed at the meeting.

12. Review of meeting

Management Team reflected on the meeting and agreed that it was beneficial to have time to consider the two main agenda items – draft Audit Scotland Accounts and the Risk Register – due to the well-balanced agenda.

13. Management Team Communications

Management Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication.

Action: MT communication to be issued. Martin Walker (25 May 2022)

14. Date of next meeting: 31 May 2022

The next meeting of Management Team will take place on 31 May 2022.

Minutes

Management Team

Tuesday 31 May 2022, 10.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Fiona Mitchell-Knight
Martin Walker
Miranda Nicoll (Minutes)

Apologies:

John Cornett

In attendance:

Michael Oliphant, Audit Director, Audit Services
Stephanie Harold, Senior Audit Manager
Elaine Boyd, Associate Director, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments

1. Minutes of meeting on 31 May 2022

The draft minutes dated 31 May 2022 were considered. Management Team agreed that these were an accurate record of the meeting subject to minor amendment.

2. 10-Year review of trainee scheme provider

Michael Oliphant, Audit Director, Audit Services and Stephanie Harold, Senior Audit Manager joined the meeting.

Michael Oliphant introduced the 10-Year review of trainee scheme provider's report, copies of which had been previously circulated.

Michael informed Management Team that, following an update provided in April, the full report and recommendations were being shared with Management Team, having previously been presented to ASGMT and PABV LT.

Michael advised that the project was an evaluation of the current graduate scheme, that it had gathered lots of valuable data and had also captured the trainee experience, noting that this was more important than ever given the current employment market. He advised that the report also looked at options for future provision and on how to widen access to the scheme (particularly to college entries and modern apprentices).

Michael expressed his thanks to Stephanie and colleagues who have undertaken a huge amount of work on the trainee scheme. Michael highlighted the quality of data that can also be used for other purposes - to demonstrate success or highlight areas for improvement.

During discussion, Management Team recognised the importance of attracting new trainees in a challenging environment and supported the proposal for widening diversity. Management Team also recognised that it would be important to ensure the appropriate resources are in place to support the scheme.

It was noted that there are connections with the One Organisation Working project and Business in the Community discussions.

Following a question on procurement, Management Team noted that ICAS is the preferred provider and that the scale of the award requires Board approval. The budget and contract component of the proposal will be submitted to the September Board for approval and the widening access component would be discussed at the November meeting of the RemCo.

In relation to a question around procurement risk, Michael and Stephanie confirmed that they have engaged with Finance and sought information from the Scottish Government Shared Services Procurement team around the contract. The advice received was that Audit Scotland should select the most suitable qualification for trainees, choose the preferred procurement route and that a notice would be posted for transparency.

A discussion followed around widening access to the trainee scheme, recognising the need to adequately invest in widening access arrangements in the 2023/24 budget.

Following the decision today, Michael and colleagues will start to consider the widening access proposals through an options appraisal to explore other social economic backgrounds, potential providers and how these link together with the current graduate and school leaver schemes to provide routes to permanent posts within Audit Scotland.

Management Team welcomed the 10-Year review of trainee scheme provider and gave thanks to Michael, Stephanie and all colleagues involved in supporting the delivery of the trainee programme.

Following discussion, Management Team endorsed the recommendation to continue with ICAS to the Board for approval and the recommendation for widening access to RemCo.

Action: Agenda items to be added to the September Board meeting (budget and contract proposal) and November RemCo (widening access proposal). Martin Walker

Michael Oliphant and Stephanie Harold left the meeting.

3. 2022 Procuring External Quality Assurance

Elaine Boyd, Associate Director, Audit Quality and Appointments and John Gilchrist, Manager, Audit Quality and Appointments joined the meeting.

John Gilchrist introduced the 2022 Procuring External Quality Assurance, copies of which had been previously circulated.

John advised that the proposal from AQA was to continue procuring external quality assurance work, using the Scottish Government procurement framework as the vehicle for the strategy.

He advised that AQA had considered various options.

AQA highlighted the newly appointed Executive Director of Innovation and Quality would prove valuable as part of the User Intelligence Group, having previously delivered the service. Subject to today's discussion, John advised that AQA would work on the specification and aim to advertise as soon as practicable.

Martin confirmed that Board approval could be sought through routes other than a formal meeting where necessary so that this work would not be constrained by the scheduling of Board meetings.

In response to a question on the user intelligence group, John confirmed that this would be a group of individuals whose perspective can feed into the process, either through separate meetings or sub-sets of meetings to test out the specification to meet everyone's needs. Following further discussion, Management Team suggested stakeholder engagement may be more efficient than forming a User Intelligence Group for this work.

A discussion followed around the length of contract, noting that procurement legislation recommends a five year maximum for contracts. Management Team agreed that a contract to cover the full period of the audit appointments would be optimal. AQA would continue market engagement around the timescales for the contract as part of the strategy.

Management Team welcomed the 2022 Procuring External Quality Assurance Strategy and gave thanks to Elaine and AQA colleagues for their work on this.

Management Team approved that the Director of AQA commence stakeholder engagement immediately and liaise with Martin around timings for next steps for Board approval, recognising potential ethical issues for the ED of I&Q if ICAS is involved in bidding.

**Action: Director of AQA to commence stakeholder engagement and liaise with Martin Walker around timings for Board approval.
Director of AQA to update procurement material to reflect contract award of five plus one year**

Elaine Boyd and John Gilchrist left the meeting.

4. Covid-19 Update

Martin Walker gave a verbal update on the current covid situation and invited Management Team to comment.

During discussion, Management Team noted the current statistics and reflected on social distancing and mask wearing within public sector offices and shifting behaviours due to current guidance.

Management Team decided that the 1m social distancing rule and requirement for mask wearing in offices would be relaxed and that the distance aware zones and desk booking would be retained. It was agreed this would be communicated through this week's MT all staff communication.

Action: Management Team agreed to relax some restrictions in offices around distancing and mask wearing and will communicate this through the Management Team Communication. Martin Walker

5. Draft Management Team agenda: 31 May 2022

Management Team noted the proposed agenda for the meeting of 31 May 2022.

6. Any other business

In relation to Ethics Partner arrangements, Management Team agreed that this responsibility may best sit with the Executive Director of Innovation and Quality whilst oversight of Fit and Proper should remain with Business Group leads. It was agreed that Management Team would revisit this item when the Executive Director is in post.

In relation to the forthcoming Leadership Group meeting, Management Team agreed the following items for discussion:

- Short presentation based on headlines of annual report and accounts: reflections on the year
- Update from AGS on the Strategic Capacity Building Project
- Update on the Work Programme
- The Our Purpose project: timeline

Management Team noted Antony's verbal update on the Accounts Commission Committee meetings that were held last week.

Action: Management Team agreed to add an item to the agenda planner on Ethics Partner arrangements, once the Executive Director of Innovation and Quality is in place.

7. Review of meeting

Management Team reflected on the meeting and welcomed more time on the agenda to allow for more in-depth discussion on items and agreed to reflect on the timing of Management Team pre meetings next week.

Action: Management Team to discuss the timing of pre meetings next week (7 June).

8. Management Team Communications

Management Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Covid-19 update to remove 1m distancing and mask wearing within offices
- Reminder Audit Scotland is closed on Friday
- Trainee scheme incl. thanks to colleagues for their work

9. Date of next meeting: 7 June 2022

The next meeting of Management Team will take place on 7 June 2022.

Minutes

Management Team

Tuesday 7 June 2022, 09.00am
TEAMS Meeting

Present:

Stephen Boyle (Chair)
Antony Clark
Martin Walker
John Cornett
Nicola Constable (Minutes)

Apologies:

No apologies

In attendance:

Bill Moyes, Chair of Accounts Commission
Paul Reilly, Secretary to Accounts Commission
Gemma Diamond, Audit Director, Performance Audit and Best Value
Michelle Borland, Business Manager, Performance Audit and Best Value
Morag Campsie, Senior Manager, Audit Services
Graeme West, Senior Data Analyst, Audit Services
Neil Reid, Audit Manager, Audit Services
Stuart Dennis, Corporate Finance Manager
Gemma Patterson, Executive Assistant

1. Minutes of meeting on 31 May 2022

The draft minutes dated 31 May 2022 were considered. Management Team agreed that these were an accurate record of the meeting subject to minor amendment.

2. Accounts Commission change programme

Bill Moyes, Chair of Accounts Commission and Paul Reilly, Secretary to the Accounts Commission joined the meeting.

Bill Moyes introduced the Accounts Commission Change Programme, copies of which had been previously circulated, and welcomed the support received to date from Management team and the Board on the proposals.

Management Team was invited to consider the Accounts Commission Change Programme and how it wished to be kept apprised of progress.

During detailed discussion, Management Team noted the two elements currently being focused on (a) to have a stronger secretariat and (b) developing a stronger identity for the

Commission and a more coordinated and extensive approach to the Commission's engagement activity.

Management Team noted the initial plans for the Accounts Commission to engage with the Local Government Sector and firms on the change programme and also communication to Audit Scotland colleagues. Management Team also noted that parts of the programme are still being developed and refined.

Following discussion, Management Team confirmed its support for the objectives of the change programme and welcomed the opportunity for further discussions as the proposals develop.

Action(s): *Paul Reilly and Martin Walker to provide an update on progression (Autumn 2022)*

Bill Moyes and Paul Reilly left the meeting.

3. Confidential Item

This item is the subject of a separate confidential minute.

4. Insights programme proposals

Gemma Diamond, Audit Director, Performance Audit and Best Value and Michelle Borland, Business Manager, Performance Audit and Best Value joined the meeting.

Gemma Diamond and Michelle Borland introduced the Insight programme proposals, copies of which had been previously circulated.

Management Team was invited to feedback on the proposals, advise on its priorities for future development, advise how it sees these proposals fitting within the new organisational structure, and feedback on the risks and constraints identified as part of the current approach to delivery.

During discussion, Management Team noted three areas covered in the proposals, especially the collaborative work to date with Audit Scotland on impact monitoring and that Horizon Scanning and Stakeholder engagement would be linked together in the next phase. Management Team recognised the work required during Impact monitoring to be able to measure the overall issue of any recommendation is addressed as well as the cost impact.

Management Team highlighted the timing of this work as we develop our next Corporate plan and being able to help set our purpose in the recovery phase of coming through the pandemic. In terms of resourcing to ensure continued work on the development, Management Team agreed consider proposals for expert external support.

Following discussion, Management Team welcomed the paper, the breadth to the approach and consideration taken to set out the direction of travel so far and look forward to further discussions with the Board in August 2022 as well as agreeing this work should now be considered as a formal SIP workstream.

Action(s): *Martin Walker to include this project within the SIP (June 2022)*

Martin Walker to provide amendments to proposals (June 2022)

Michelle Borland left the meeting.

5. Digital Audit update

Morag Campsie, Senior Manager, Audit Services, Graeme West, Senior Data Analyst, Performance Audit and Best Value and Neil Reid, Audit Manager, Audit Services joined the meeting.

Gemma Diamond, Morag Campsie, Graeme West and Neil Reid introduced the Digital Audit Update, copies of which had been previously circulated.

Gemma invited Management Team to note the work completed to date, future phasing, SBRI update by NIAO and quality enhancements.

During detailed discussion, Management Team considered the Asc roll out and training provided to auditors so far, the bodies included for the next rollout, the next stage of the work, the scaling up of the infrastructure, the development of the longer term workforce plan and the IT audit update of fieldwork completion with lessons learning and collaborated training with NIAO and AW.

Management Team recognised the ambition to ensure the roll out is completed as quickly as possible and John would welcome a discussion on the approach to defining the bodies for the next roll out phase.

Management team thanked Graeme for the NFI demonstration and noted the efficiencies that can be made with this tool.

Following discussion, Management Team welcomed the comprehensive update and noted the great progress of the work to date, the presentation to the Board and SCPA in August 2022 with the requirement to highlight efficiencies on our capacity and audit work and the building capacity update to SIP Programme Board in time for the budget cycle.

Action(s): ***Gemma Diamond to meet John Cornett to discuss prioritisation of bodies (June 2022)***

Gemma Diamond to arrange building capacity update to SIP Programme Board (September/October 2022)

Morag Campsie, Graeme West and Neil Reid left the meeting.

6. Digital Survey tool procurement

Gemma Diamond, introduced the Digital Survey tool procurement update, copies of which had been previously circulated.

Gemma invited Management to approve an amendment to the T&Cs on the indemnity liability level for this procurement only to reflect the lower risk associated with the type of data being captured.

During discussion, Management Team noted suppliers have indicated possible indemnity levels when procuring low value software, the contract will be limited to one year and that the survey tool will be available for use by other teams during the contract period with all data de-personalised.

Following discussion, Management Team approved the amendment to the T&Cs, that the delegation of authority for this contract sits below Management Team and agreed following further discussions at KITGG to assess changes in the supplier market that proposals are brought back.

Action: ***Gemma Diamond to bring back proposals on supplier market of low value software***

Gemma Diamond left the meeting.

7. Medium term financial plan 2022-23 to 2026-27

Stuart Dennis, Corporate Finance Manager joined the meeting.

Stuart Dennis introduced the medium-term financial plan 2022-23 to 2026-27, copies of which had been previously circulated.

Management Team was invited to consider the draft MTFP and to discuss and approve its presentation to Audit Scotland Board, subject to any required amendments.

During detailed discussion, Management Team noted the updates to the report on sequencing and the impact of the scenarios following discussions in March 2022, reflections from the Resource Spending Review and the requirement to understand where efficiency gains can be made through our work programme, prioritisation and audit approach, and the impact of these on investment to deliver our strategy.

Following discussion, Management Team welcomed the report and agreed to further discussion at the Management Team Strategic Session in June 2022, prior to presenting to the Board at its Strategic Session in August 2022.

Action(s): **A discussion to be scheduled with the Management Team (June 2022) and Board (August 2022)**

Stuart Dennis left the meeting.

8. Covid-19 Update

Martin Walker confirmed there was no update required on the current covid situation.

9. Draft Management Team agenda: 14 June 2022

Management Team noted the proposed agenda for the meeting of 14 June 2022.

10. Any other business

Management Team discussed the PCS response to the pay offer and noted the upcoming meeting in June to discuss further.

John Cornett confirmed succession arrangements to his portfolio and corporate projects as he transitions into his new role as Executive Director, as well as the Pauline Gillen and Lisa Duthie's permanent appointments to Audit Director and Senior Audit Manager respectively.

11. Review of meeting

Management Team reflected on the meeting and would welcome more time on the agenda to allow for more in-depth discussion and agreed to reflect on the timing of Management Team pre meetings when all members are in attendance.

Management Team welcomed the quality and comprehensive nature of the reporting to support valuable and informed discussion.

Action: Management Team to discuss the timing of pre meetings (21 June)

12. Management Team Communications

Management Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Change in momentum
- Updates provided by Teams
- Proposals for measuring impact
- Discussions around Accounts Commission Change Programme
- MFTS

Management Team also agreed that Communications should be provided the Management Team agenda to allow them to draft the key messages to support this process.

Action: *Martin Walker to update Communication Manager on drafting key messages (June 2022)*

13. Date of next meeting: 14 June 2022

The next meeting of Management Team will take place on 14 June 2022.

Minutes

Management Team

Tuesday 14 June 2022, 10.00am
Hybrid Meeting (EH1/2 and TEAMS)

Present:

Stephen Boyle (Chair)
Martin Walker
John Cornett
Kenny Oliver
Gemma Patterson (Minutes)

Apologies:

Antony Clark

In attendance:

Susan Burgess, Human Resources Assistant Manager
Stuart Dennis, Corporate Finance Manager
Gayle Fitzpatrick, Corporate Governance Manager
Carol Calder, Senior Manager, Performance Audit and Best Value
Fiona Mitchell-Knight, Audit Director, Audit Services
Mark MacPherson, Senior Manager, Performance Audit and Best Value
Simon Ebbett, Communications Manager
Yoshiko Gibo, Auditor, Performance Audit and Best Value
Victoria Hampton-Elliott (observing)

1. Minutes of meeting on 7 June 2022

The draft minute dated 7 June 2022 was considered. Management Team agreed that this were an accurate record of the meeting subject to minor amendment.

Martin Walker left the meeting for consideration of the confidential minute.

The draft confidential minute dated 7 June 2022 was considered. Management Team agreed that this were an accurate record of the discussion.

2. Confidential Item

Martin Walker re-joined the meeting.

This item is the subject of a separate confidential minute.

3. Legal services procurement update

Gayle Fitzpatrick, Corporate Governance Manager joined the meeting.

Gayle Fitzpatrick introduced the Legal services procurement update, copies of which had been previously circulated.

Management Team was invited to approve the appointment of Anderson Strathearn, Brodies, Burness Paul and BTO for the new legal services framework.

Management Team discussed the procurement process.

Following discussion, Management Team approved the appointment of Anderson Strathearn, Brodies, Burness Paul and BTO for the new legal services framework.

Gayle Fitzpatrick left the meeting.

4. Best Value and wider local government audit resourcing in PABV

Carol Calder, Senior Manager, PABV and Fiona Mitchell-Knight, Audit Director, Audit Services joined the meeting.

Carol Calder and Fiona Mitchell-Knight introduced the Best Value and wider local government audit resourcing in Performance Audit and Best Value (PABV) update, copies of which had been previously circulated.

Management Team were invited to note an update on the proposed resourcing model for PABV to deliver on Local Government Overview (LGO) work, annual assurance and risk reporting (AARR), and Best Value (BV) under the new approach from 2023 including thematic work, centralised support, and BV resource transfer to the Audit Services Group AGS.

During detailed discussion, Management Team explored the asset resource transfer proposal from PABV to ASG in more detail seeking clarity on the thinking to date for how this will work in practice, including the review and oversight of work performed by the BV team. Management Team sought and received assurance that the full-time transfer of this small number of staff for a period of time should not impact other areas of the business that have a reliance on PABV support at this time.

Following discussion, Management Team were content to note the update and are supportive of the direction of travel. Management Team look forward to welcoming Carol and Fiona back in autumn to hear how the thinking has evolved further.

Action: Carol Calder and Fiona Mitchell-Knight to provide a further update (Autumn 2022)

Carol Calder and Fiona Mitchell-Knight left the meeting.

5. Hotlist of audit issues and statutory report log

Mark MacPherson, Senior Manager, PABV and Simon Ebbett, Communication Manager joined the meeting.

Mark introduced the Hotlist of audit issues and statutory report log, copies of which had been previously circulated.

Mark invited Management Team to agree any action that is needed in response to the issues identified and the material presented.

Management team took the opportunity to have a detailed discussion around those items that were newly added to the hotlist. There was also some discussion around the criteria that determined what should be considered appropriate for inclusion on the hotlist and when it is deemed appropriate to remove items.

During consideration of the statutory report log it was noted that a S22 for the Scottish Government's consolidated accounts would be added as a placeholder.

Management team welcomed the content and detail provided in the hotlist and reiterated the usefulness of this document given the breadth of what it covers.

6. Communications digest

Simon Ebbett introduced the Communication digest, copies of which had been previously circulated.

Management Team was invited to note the Communications digest update.

Simon invited Management Team to consider the key highlights reported, noting a marked jump in engagement activity from last time round with engagement rates on Twitter performing much higher than the industry average.

Management Team welcomed the report and the ensuing discussion, reiterating how useful this report is as a point of reference for highlighting the breadth of comms activity over the recent months.

Simon Ebbett left the meeting.

7. One Organisation Update

Yoshiko Gibo, Auditor, PABV joined the meeting.

Mark MacPherson and Yoshiko Gibo introduced the One Organisation update, copies of which had been previously circulated.

Management Team was invited to:

- Agree to the working group becoming the Project Board for the implementation of the action plan.
- Approve the action plan, including the proposed action leads.
- Approve – in principle – the proposal for the group to identify/recruit dedicated resource for monitoring and implementation of the plan.
- Provide views on proposed action number 7 (described at paragraph 8).

Much of the discussion focused on the challenge of resourcing the implementation of the plan, namely in securing dedicated project management capacity for this. A number of options for resolving this were identified for Mark to explore further with the working group.

On the specific ask regarding action number 7, Management Team asked that connection is made with those involved in the 'Our Purpose' workstream to ensure synergy and the avoidance of duplication of efforts. Kenny Oliver noted that he would welcome a further conversation with Mark to get more detail around the project once he has fully digested the information provided today.

Following discussion, Management Team approved the action plan, including the proposed leads and approved in principle the proposal for the group to identify/recruit dedicated resource for monitoring and implementation of the plan. As requested, Management Team provided views on action number 7 and in a slight tweak to the ask Management Team agreed to the working group becoming the Project Team as opposed to the Project Board.

Management team noted its desire to sustain momentum with this project, recognising the potential benefits are huge and noted that it looked forward to further conversations on progress in the coming months.

Action: Kenny Oliver and Mark MacPherson to meet offline for a more detailed overview of the project. (Date: tbc)

Mark MacPherson and Yoshiko Gibo left the meeting.

8. Draft Management Team agenda: 21 June 2022

Management Team reviewed the proposed agenda for the meeting of 21 June 2022. John's apologies were noted, and it was agreed to move the Ethics Partner discussion to a future meeting.

Action: Martin Walker to schedule a Management Team discussion on the forward agenda planner once Vicki Bibby is in post. (August/September 2022)

9. Any other business

Martin provided Management Team with an update on the latest COVID position advising that case numbers in the general population are rising again. It was confirmed that Management Team will continue to monitor data and take action as required.

10. Review of meeting

Management Team reflected on the meeting noting a good balance of items which provided for adequate time for discussion for all items.

11. Management Team Communications

Management Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Welcome to the new Executive Director of Quality & Innovation.
- The hotlist and comms digest.
- One organisation working.

Action: *Martin Walker to issue the all-staff MT update. (June 2022)*

12. Date of next meeting: 21 June 2022

The next meeting of Management Team will take place on 21 June 2022.

Minutes

Executive Team

Tuesday 21 June 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Stephen Boyle (Chair)
Martin Walker
Kenny Oliver
Antony Clark (part of the meeting)
Jennifer Ross (Minutes)

Apologies:

John Cornett

In attendance:

Stuart Dennis, Corporate Finance Manager
Mark Taylor, Audit Director, Audit Services
Paul O'Brien, Senior Manager, Performance Audit and Best Value (PABV)

1. Minutes of meeting on 14 June 2022

The draft minute dated 14 June 2022 was considered. The Executive Team agreed that this were an accurate record of the meeting subject to some minor amendments.

2. 2023/24 Budget assumptions and timetable

Stuart Dennis, Corporate Finance Manager joined the meeting.

Stuart Dennis introduced the 2023/24 Budget assumptions and timetable report, copies of which had been previously circulated.

The Executive Team was invited to

- Approve the initial assumptions to be used in the draft budget submission.
- Agree the 2023/24 budget timetable.

During discussion, Executive Team noted that the cost-of-living percentage may need to be revisited to reflect changes in the external environment and the rate of inflation.

Executive Team highlighted the aspects in the report which related to quality and sought clarification on details.

Executive Team noted that estates management planning has begun and discussed how this might impact on the assumptions.

Executive Team sought clarification that the EWP project costs have been considered in the assumptions and discussed the possibility of needing funding dual licence costs for any period of parallel running.

Following discussion, the Executive Team approved the assumptions and agreed the 2023/24 budget timetable.

Stuart Dennis left the meeting.

3. Professional Support: Performance in 2021/22 and priorities for 2022/23

Mark Taylor, Audit Director, Audit Services and Paul O'Brien, Senior Manager, PABV joined the meeting.

Mark Taylor and Paul O'Brien introduced the Professional Support: Performance in 2021/22 and priorities for 2022/23 update, copies of which had been previously circulated.

The Executive Team were invited to note the report.

During detailed discussion, Executive Team noted the work carried out across the business units and discussed how the work done within PABV might increase in the future, and the potential resource implications of this.

The Executive Team welcomed the support that the Professional Support technical team provides to ASG and the Firms and sought additional information on the extent of engagement with the Firms in this area.

Executive Team noted that the development work paused due to the covid pandemic was now included in the priorities for 2022/23 and went on to discuss the training highlighted in the report and considered what would be needed to take this forward.

Executive Team discussed the Professional Support resourcing model, the impact it has on the work and culture of the team and how it might evolve going forward.

Following discussion, Executive Team expressed their gratitude for the work done by everyone in the Professional Support Team.

Mark Taylor and Paul O'Brien left the meeting.

Antony Clark joined the meeting.

4. Covid-19 Update

Martin Walker gave a verbal update on the current covid situation, referencing the update report, and invited Executive Team to comment.

During discussion, Executive Team noted that infection rates and hospital admissions are rising and discussed what impact this might have on the external environment, the organisation and our internal covid safe working practices. It was agreed that the situation would continue to be monitored closely.

5. Draft Executive Team agenda: 28 June 2022

Executive Team reviewed the proposed agenda for the meeting of 28 June 2022 and considered content for the strategic discussion due to take place at the meeting.

6. Any other business

Executive Team discussed any further business.

Martin Walker provided an update on the Pay Award discussions.

7. Review of meeting

Executive Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting to support valuable and informed discussion.

8. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Executive Team's consideration of report from Professional Support.
- Covid 19 rates.
- Stress survey launch.

Action: Martin Walker to issue the all-staff ET update. (21 June 2022)

9. Date of next meeting: 28 June 2022

The next meeting of Executive Team will take place on 28 June 2022.

Minutes

Executive Team

Tuesday 28 June 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Stephen Boyle (Chair)
Martin Walker
Kenny Oliver
Antony Clark
John Cornett
Victoria Hampton-Elliott (Minutes)

Apologies:

No apologies

In attendance:

Vicki Bibby, incoming Chief Operating Officer (observing)
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalf, Corporate Performance Officer
Kirsty Gibbins, Communications Advisor
Simon Ebbett, Communications Manager

Stephen and the Executive Team extended a warm welcome to Vicki Bibby who joined the meeting as an observer in advance of her taking up the post of Chief Operating Officer on 22 August 2022.

1. Minutes of meeting on 28 June 2022

The draft minute dated 28 June 2022 was considered. The Executive Team agreed that it was an accurate record of the meeting subject to some minor amendments.

2. Public Services Reform (Scotland) Act – Draft statement on exercise of public functions

Gayle Fitzpatrick, Corporate Governance Manager & Ian Metcalf, Corporate Performance Officer joined the meeting.

Gayle Fitzpatrick introduced the Public Services Reform (Scotland) Act – Draft statement on exercise of public functions report, copies of which had been previously circulated.

The Executive Team was invited to further contribute to the statements and subject to any amendments, approve the statements for publication on the Audit Scotland website.

a) Efficiency, effectiveness, and economy 2021-22

During discussion, the Executive Team noted amendments to be made and the slight rewording of the covid 19 statement and commented that overall, it was a very well written and clear paper.

b) Sustainable economic growth 2021-22

During discussion, the Executive Team noted the slight rewording of the covid 19 statement and discussed whether all content was directly relevant to sustainable economic growth and the opportunity to streamline some of the content and the need for some clarification around the content on shared services.

It was suggested that with edits it could be more focused on the key points.

Following discussion, the Executive Team approved both reports subject to a small number of changes. Antony will provide some further input on sustainable economic growth and Martin to review final reports prior to publication.

Gayle Fitzpatrick & Ian Metcalf left the meeting.

Action: Martin to review final reports prior to publication (July 2022)

3. Audit Scotland 2022 programme

Kirsty Gibbins, Communications Advisor & Simon Ebbett, Communications Manager joined the meeting.

Kirsty Gibbins Audit Scotland 2022 programme paper, copies of which had been previously circulated.

The Executive Team was invited to:

- Provide feedback and approve the launch of the programme in July 2022.
- Consider and discuss a sample of organisational values (Appendix 2).
- Consider staff engagement around future organisation-wide conferences.

During detailed discussion, Executive Team commented that a wider conversation is needed around our values on how we ensure colleagues can contribute and engage in that process.

Further discussions took place around how we launch the programme and timings of the events. Executive Team agreed to explore the possibilities to hold an in-person conference subject to further consideration regarding when this could be done safely and requested the avoidance of October for any events as this is a particularly busy month for ASG.

Following discussion, it was reflected upon how calling this Audit Scotland 2022 should not constrain us as the development work and engagement is something that would continue into 2023 and beyond.

It was agreed that Kirsty and Simon would make amendments to the programme in light of the discussion and bring a further report to Executive Team.

Action: Further update to Executive Team (July/August 2022)

Kirsty Gibbins left the meeting.

4. Covid-19 Update

Martin Walker provided a verbal update on the current covid situation building on the Covid-19 update paper linked to the agenda. Martin highlighted that all of the statistics were going in the wrong direction and advised that he would continue to monitor them and the public health guidance.

Executive Team were then invited to comment, and a discussion ensued around hybrid working and the reasons for colleagues attending and not attending the office.

Simon Ebbett left the meeting

5. Draft Executive Team agenda: 5 July 2022

Executive Team reviewed the proposed agenda for the meeting of 5 July 2022 and discussed other items coming up over the next few weeks.

6. Strategy development

A discussion around strategic development followed, this will be the subject of a separate report by Martin Walker.

Action: Martin to circulate summary report of the discussion (July 2022)

7. Any other business

There was no further business.

8. Review of meeting

Executive Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting to support valuable and informed discussion.

9. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Welcome to Vicki Bibby
- Colleague engagement programme
- Statements on efficiency and sustainable economic development

10. Date of next meeting: 5 July 2022

The next meeting of Executive Team will take place on 5 July 2022.

Minutes

Executive Team

Tuesday 5 July 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)



Present:

Stephen Boyle (Chair)
Antony Clark
John Cornett
Kenny Oliver
Laura Langdale (Minutes)

Apologies:

Martin Walker

In attendance:

Paul O'Brien, Senior Manager, Performance Audit and Best Value (PABV)

1. Minutes of meeting on 28 June 2022

The draft minute dated 28 June 2022 was considered. The Executive Team agreed it was an accurate record of the meeting subject to some minor amendments.

2. Guidance on planning 2022/23 annual audits

Paul O'Brien, Senior Manager, PABV joined the meeting.

Paul O'Brien introduced the Guidance on planning 2022/23 annual audits paper, copies of which had been previously circulated.

During discussion, the Executive Team noted this will be year one of the new audit appointments, there are new auditing standards, new code of audit practice and we will also begin to mainstream important wider scope audit areas. Climate change will play an important part of our audit work, we need to ensure we have the correct risk assessment process in place, be clear about cyber security and what this means for our staff, and ensure our staff receive any relevant training. Proposed dates for signing off audits were discussed and largely agreed with some further conversations to take place before they are finalised.

The Executive Team confirmed they were content with the next steps / timetable within the paper. It was suggested this paper should come to Executive Team earlier next year.

Following discussion, the Executive Team thanked Paul and his team for all their hard work on this paper.

Paul O'Brien left the meeting.

Action: Paul to speak to Carolyn and climate change team to gather their input and views for inclusion within the guidance.

Action: Paul to speak to Neil Reid re cyber security.

Action: Paul to speak to Michael Oliphant re NDPB / SPSA.

3. Covid-19 Update

The Executive Team noted the paper which was circulated in advance of the meeting. The main points within the paper were acknowledged and the Executive Team noted their awareness that numbers are rising.

4. Draft Executive Team agenda: 19 July 2022

The Executive Team reviewed the proposed agenda for the meeting of 19 July, and noted some of the items will need to be moved to another meeting. A discussion took place about possible future agenda items for Executive Team meetings.

5. Any other business

There was no further business.

6. Review of meeting

Executive Team reflected on the meeting and welcomed the quality and comprehensive nature of the reporting to support valuable and informed discussion.

7. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Guidance on planning 2022/23 annual audits – dates / themes

Action: Stephen agreed to draft this week's communication.

8. Date of next meeting: 19 July 2022

The meeting on 12 July is cancelled. The next meeting of Executive Team will take place on 19 July 2022.

Minutes

Executive Team

Tuesday 19 July 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Antony Clark
John Cornett
Martin Walker
Nicola Constable (Minutes)
Jack Nixon (Observing)

Apologies:

Stephen Boyle
Kenny Oliver

In attendance:

John Gilchrist, Audit Quality and Appointments Manager
Parminder Singh, Audit Quality and Appointments Manager
Paul Reilly, Secretary to the Accounts Commission

1. Minutes of meeting on 5 July 2022

The draft minute dated 5 July 2022 was considered. Executive Team agreed that this was an accurate record of the meeting subject to minor amendment.

2. Confidential Item

This item is the subject of a separate confidential minute.

3. Audit Appointment Changes 2021/22 Audits

John Gilchrist and Parminder Singh, Audit Quality and Appointments Managers joined the meeting.

John Gilchrist introduced the Audit Appointment Changes 2021/22 Audits report, copies of which had been previously circulated and the proposed appointments which had been discussed with John Cornett.

Executive Team was invited to review, comment and approve the proposed audit appointment changes and the process to appoint changes to ensure it is more transparent and simpler, before being presented to the Accounts Commission meeting on the 11th August.

During detailed discussion, Executive Team explored the operational and governance aspects of the process, noting the benefits of consultation with the ASG Executive Director prior to approval by the AGS and Accounts Commission and ensuring independence through AQA making the recommendations and issuing the letters of appointment on behalf of the AGS and Accounts Commission.

Executive Team highlighted the need to ensure a clear process and consistency for proposed audit appointment changes across all sectors to comply with legislation and provide for the practicalities for in-year changes.

Following discussion, Executive Team welcomed the paper and agreed in principle to the changes in audit appointments. Executive Team also agreed that further discussion should take place in advance of the formal proposals being made to the AGS and Accounts Commission.

Action: John Gilchrist to refine the paper for further discussion at Executive Team in time for September Accounts Commission (August 2022)

John Gilchrist and Parminder Singh left the meeting.

4. Draft Management Team agenda: 2 August 2022

Executive Team reviewed the proposed agenda for the meeting of 2 August 2022.

5. Strategic Improvements Programme Board agenda: 26 July 2022

Executive Team reviewed the proposed agenda for the meeting of 26 July 2022.

6. Draft Accounts Commission agenda: 11 August 2022

Paul Reilly, Secretary to the Accounts Commission joined the meeting.

Executive Team noted the proposed agenda for the meeting of 11 August 2022 advising of an update to the owner for the NFI item. Executive Team also noted an update from the Secretary on the Accounts Commission's current business, including the CoA recruitment process and the development of a proposal for a LG symposium event.

Action: Paul Reilly to update Executive Team on the details of the LG Symposium event (Autumn 2022)

Paul Reilly left the meeting.

7. Any other business

Executive Team noted its awareness of the update in numbers relating to COVID-19.

8. Review of meeting

Executive Team reflected on the meeting including the details discussion around the audit appointment changes and process.

9. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Developments and progress in the SIP programme
- This week's weather conditions

Action: Martin Walker to draft and issue the ET update. (19 July 2022)

10. Date of next meeting: 2 August 2022

The next meeting of Executive Team will take place on 2 August 2022.

Minutes

Executive Team



Tuesday 2 August 2022, 10.00am
Hybrid Meeting (EH1, EH2 and TEAMS)

Present:

Stephen Boyle
Antony Clark
John Cornett
Kenny Oliver
Martin Walker
Miranda Nicoll (Minutes)
Jack Nixon (Observing)

Apologies:

There were no apologies.

In attendance:

Mark Taylor, Audit Director, Audit Services
Patrick McFall, Communications Advisor, Corporate Services Group
Gemma Diamond, Audit Director, Performance Audit and Best Value
Nicola Constable, Executive Assistant and EA Team Leader, Corporate Services Group
Carolyn McLeod, Audit Director, Performance Audit and Best Value
Rebecca Seidel, Senior Manager, Performance Audit and Best Value
Paul O'Brien, Senior Manager, Performance Audit and Best Value
Elaine Boyd, Director, Audit Quality and Appointments
Owen Smith, Senior Manager, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
Stuart Dennis, Corporate Finance Manager, Corporate Services Group

1. Minutes of meeting on 19 July 2022

The draft minute dated 19 July 2022 was considered. Executive Team agreed that this was an accurate record of the meeting.

2. Hotlist of audit issues and Statutory report log

Mark Taylor, Audit Director, Audit Services and Patrick McFall, Communications Advisor, Corporate Services Group joined the meeting.

Mark Taylor introduced the Hotlist of audit issues and Statutory report log, copies of which had been previously circulated.

Mark invited Executive Team to agree any action that is needed in response to the issues identified and the material presented.

During discussion, Executive Team noted the likelihood of producing an s102 report on Glasgow City Council and noted significant inquiries in councils (Scottish Borders Council and City of Edinburgh Council in particular). Executive Team also noted the theme of industrial relations at a national and organisational level and agreed that these be retained on the hotlist and monitored closely.

Executive Team further noted considerations on reporting under s23 on the Scottish National Investment Bank and supported a supplementary output on wider fiscal pressures. Executive Team also agreed that the impact of the current financial environment should be included in the annual planning guidance.

During consideration of the statutory report log, developments at South Lanarkshire College and Scottish Fire and Rescue Service were noted.

Executive Team also noted the next central government s22 moderation meeting this week would allow the opportunity to discuss the position at National Galleries of Scotland.

Following discussion, Executive Team welcomed the content and details provided in the hotlist, recognising the usefulness and breadth of what it covers.

3. Communications digest

Patrick McFall introduced the Communications digest, copies of which were previously circulated.

Patrick invited Executive Team to consider some of the key highlights reported as well as the new social analytics platform, Sprout Social, which would allow the Communications Team to better understand Audit Scotland's audience and the impact of its work.

Executive Team welcomed the report and ensuing discussion, noting the volume, breadth and significance of key issues in the current environment.

Mark Taylor & Patrick McFall left the meeting.

4. Parliamentary engagement update

Gemma Diamond, Audit Director, Performance Audit and Best Value and Nicola Constable, Executive Assistant and Executive Assistant Team Leader joined the meeting.

Gemma Diamond introduced the Parliamentary engagement update paper, copies of which were previously circulated.

Executive Team was invited to note and discuss:

- The update on the progress with the parliamentary engagement.
- Agree to undertake an MSP survey this year.
- The next update will be prepared for December 2022.

During discussion, Executive Team noted the approach to parliamentary engagement is working well and requested a paper setting out the priorities for each of the subject committees and how they align with the scheduled work programme.

Following discussion, Executive Team agreed that the MSP survey was a valuable source of information and were supportive of the proposal to undertake the survey again this year, noting that formed part of a wider suite of engagement.

Thanks were given to Nicola for her support and engagement in relation to parliamentary engagement.

Action: Gemma Diamond and Nicola Constable to produce a paper setting out parliamentary subject committees' priorities and how they align with Audit Scotland's work programme and progress with an MSP survey.(December 2022 as part of next Parliamentary update)

Gemma Diamond and Nicola Constable left the meeting.

5. Auditing climate change

Carolyn McLeod, Audit Director, Performance Audit and Best Value, Rebecca Seidel, Senior Manager, Performance Audit and Best Value and Paul O'Brien joined the meeting.

Carolyn McLeod introduced the Auditing climate change report, copies of which had been previously circulated, giving thanks to Rebecca and the team for their work on the slides.

During discussion, Executive Team agreed it would be useful to produce a short strategy paper on the approach to auditing climate change, presenting the work as split between national and local reporting and the linkages between business groups.

Following discussion, Executive Team recognised the resource implications for this work and the consideration to draw on expertise from firms and hold initial exploratory discussions at the Board and SCPA around this.

Action: Carolyn and Rebecca to produce a short strategy paper setting out Audit Scotland's approach to auditing climate change outlining audit work and reporting at a national and local level. (Date tbc)

Carolyn McLeod, Rebecca Seidel and Paul O'Brien left the meeting.

6. Audit appointments to new central government bodies 2022/23

Elaine Boyd, Director, Audit Quality and Appointments, Owen Smith, Senior Manager, Audit Quality and Appointments and John Gilchrist, Audit Quality and Appointments Manager joined the meeting.

John Gilchrist introduced the Audit appointments to new central government bodies 2022/23 report, copies of which had been previously circulated.

Executive Team was invited to consider and comment on AQA's recommendations for the Auditor General for Scotland to:

- consider and comment on the three options for securing the audit of Scottish Rail Holdings Limited.
- request ASG to identify a member of staff of Audit Scotland for the Auditor General of Scotland to appoint to Redress Scotland.
- run a further competition procedure to establish a price and secure an auditor for
 - Consumer Scotland.
 - Environmental Standards Scotland.

During discussion, Executive Team agreed to AQA's recommendations to run a further competition procedure to establish a price and secure an auditor for Consumer Scotland and Environmental Standards Scotland and to request ASG to identify a member of staff of Audit Scotland for the Auditor General of Scotland to appoint to Redress Scotland.

Following discussion and consideration of options presented, Executive Team agreed that John Cornett, John Gilchrist, Kenny and Elaine meet outwith Executive Team to discuss the options for securing the audit of Scottish Rail Holdings Limited (SRH) further and present a final recommendation through Executive Team or AGS directly.

Executive Team agreed to consider the appointments of the two National Park Authorities, once a decision has been made on the audit of SRH.

Action: AQA agreed to progress the agreed actions and continue discussions around the audit of SRH (late September/early October 2022).

Elaine Boyd and Owen Smith left the meeting.

7. Future funding and fee arrangements

Stuart Dennis, Corporate Finance Manager joined the meeting.

Stuart Dennis introduced the Future funding and fee arrangements report, copies of which had been previously circulated.

During discussion, Executive Team agreed the paper should be circulated to Board members as a background discussion paper in advance of the Board Strategic Day in August. Depending on the outcome of discussions, consideration will be given around initial discussions at SCPA.

Following discussion, Executive Team noted further points around the impact of the result of the procurement process and the impact on future fees and the fees and funding model in relation to local government and central government work.

John Gilchrist left the meeting.

8. Q1 Corporate Finance report

Stuart Dennis introduced the Q1 Corporate Finance report, copies of which had been previously circulated.

Executive Team was invited to note the financial results for the three months to 30 June 2022.

During discussion, Executive Team recognised the positive outturn for Q1 and gave thanks to Stuart and the team. It was agreed to present this report for discussion to the Board recognising the cost of audit is increasing at an already difficult time for public bodies and recognised issues for discussion at SCPA.

MW gave a verbal update on the current position relating to the 2022/23 Pay Award, noting the outcome of the informal PCS meeting earlier this week and recent PCS communications to members and a recent letter from the Deputy First Minister to the UK Chancellor.

9. Covid-19 update

Martin Walker provided a verbal update on the current covid situation building on the Covid-19 update paper linked to the agenda.

10. Draft Management Team agenda: 9 August 2022

Executive Team reviewed the proposed agenda for the meeting of 9 August 2022.

11. Any other business

Executive Team noted feedback from a recent SG non-executive induction requesting that Audit Scotland revisit its position/ product range on key issues and promoting good governance around risk management.

12. Review of meeting

Executive Team reflected on the meeting recognising there were a lot of items for detailed discussions and timings to be considered in future.

13. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Discussion around hotlist & Comms digest
- Auditing and what that means for us as an organisation

14. Date of next meeting: 9 August 2022

The next meeting of Executive Team will take place on 9 August 2022.

Minutes

Executive Team

Tuesday 9 August 2022, 10.00am
Hybrid Meeting (EH9 and TEAMS)

Present:

Antony Clark (Chair)
Kenny Oliver
Martin Walker
Jack Nixon (Minutes)

Apologies:

Stephen Boyle and John Cornett submitted apologies in advance of meeting.

In attendance:

Steve Murray, *Corporate Accountant, Corporate Services, Finance*
Susan Burgess, *HR Assistant Manager, Corporate Services, Human Resources*
David Loudon, *Senior HR advisor, Corporate Services, Human Resources*
Paul Reilly, *Secretary to the Accounts Commission*

1. Minutes of meeting on 02 August 2022

The draft minute dated 02 August 2022 was considered. Executive Team agreed that they were an accurate record of the meeting.

2. Confidential Item

Steve Murray, Corporate Accountant, Corporate Services, Finance, joined the meeting.

This item is the subject of a separate confidential minute.

3. Confidential Item *Susan Burgess, HR Assistant Manager, Corporate Services, Human Resources joined the meeting.*

This item is the subject of a separate confidential minute.

Steve Murray left the meeting.

4. Confidential Item

David Loudon, Senior HR advisor, Corporate Services, Human Resources Joined the meeting.

This item is the subject of a separate confidential minute.

Susan Burgess and David Loudon left the meeting.

5. EURORIA Management Committee

Antony Clark introduced the EURORIA Management Committee report, copies of which have been previously circulated.

The Executive Team was invited to consider whether to accept an invitation from EURORAI (European Organisation of Regional Audit Institutions) to join its Management Committee, and who might represent Audit Scotland if it were to join.

During discussion, Executive Team agreed it would be beneficial to accept the invitation for Audit Scotland to join the committee.

Following discussion Executive Team agreed that Antony Clark and Kenny Oliver would be best placed to attend as the main member and appropriate substitute respectively. It was noted that these positions could be reviewed and amended based on the focus of business.

Following discussion, Executive Team recognised the importance of communication around this. It was agreed that it would be communicated on a measured low-key basis.

It was also agreed that Stephen Boyle's would advise the Audit Scotland Board as part of his Accountable Officer update at the meeting on 28 September.

Action: SB to inform AS Board of decision to accept the invitation, noting Antony Clark and Kenny Oliver would be assuming the role as the main member and appropriate substitute respectively. (September 2022)

6. Scottish Government Consultation: Modern Slavery supply chain transparency

Martin Walker introduced the report, Scottish Government Consultation: Modern Slavery supply chain transparency report, copies of which had been previously circulated.

Executive Team was invited to:

- Agree that a voluntary Modern Slavery Statement will be developed for Audit Scotland and put in place actions to comply with any associated reporting requirements.
- Approve the draft consultation response included as appendix 1.

During discussion, Executive Team noted the report and agreed that AS should develop a modern slavery statement noting the ethical dimensions of doing so and the ambition to uphold the highest standards.

Following discussion, Executive Team approved the recommendations contained with the report.

Action: MW to submit the consultation response (August 2022)

7. Covid-19 Update

Martin Walker provided a verbal update on the current covid situation based on the weekly update report linked to the agenda.

During discussion, Executive Team noted that the statistics are continuing to move in the right direction.

They also noted that desk bookings numbers were slightly decreased but it was agreed this could be in part due to the volume of annual leave at present.

Executive Team highlighted the importance of continuing to monitor the situation closely, as the year progresses. Feedback from discussions with colleagues and health officials has highlighted that COVID-19 still poses a concern as it continues to circulate.

8. Draft Agendas: Accounts Commissions Committees meetings 25 August 2022

Paul Reilly, Secretary to the Accounts Commission joined the meeting

Executive Team was invited to consider the Agenda for the Accounts Commissions Committee meetings.

During discussion, Paul Reilly advised that the item 'Audit Scotland roundtable on data gaps' for the upcoming meeting" would be added to the agenda for the upcoming meeting.

During discussion, Executive Team noted the reporting requirements and sponsor arrangements and it was agreed that further discussions should take place on this.

Paul Reilly left the meeting

9. Draft Management Team agenda: 16 August 2022

Executive Team reviewed the proposed agenda for the meeting of 9 August 2022 and noted the below changes:

Item 1 – Confidential item to be covered by Stephen Boyle and Susan Burgess.

Item 2 - to be covered by Kenny Oliver and Elaine Boyd.

Additional Items– Accounts Commission Change Programme Update and live streaming to be covered by Paul Reilly.

10. Any other business

Executive Team noted results of most recent pulse survey.

Martin Walker advised that colleagues delivered an average score of 5.71 in response to the question 'How are we doing?'

During discussion, Executive Team noted that, whilst not as high as preferable, the comments section provided some optimism for colleagues who are returning to the office to connect with colleagues. Executive Team also noted that the results reflected workload pressures remain a challenge for some colleagues.

Executive Team went on to discuss how the survey reflected the amount of annual leave colleagues had booked. Executive Team noted that 76% of respondents advised that all leave had been booked/ was in hand, whereas 24% signalled they still have leave to arrange.

Executive team discussed the importance of encouraging all colleagues to take leave and agreed this would form part of the communications from today's meeting.

11. Review of meeting

Executive Team reflected on the meeting recognising the strength in the quality, focus and brevity of papers delivered to the meeting.

12. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Covid-19
- Occupational health and health checks
- Latest pulse survey results

13. Date of next meeting: 9 August 2022

The next meeting of Executive Team will take place on 16 August 2022.

Minutes

Executive Team

Tuesday 16 August 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)



Present:

Antony Clark
Martin Walker
Stephen Boyle
Kenny Oliver
Jack Nixon (Minutes)

Apologies:

John Cornett

In attendance:

Elaine Boyd, Director, Audit Quality and Appointments
Paul Reilly, Secretary to the Accounts Commission

1. Minutes of meeting on 9 August 2022

The draft minute dated 9 August 2022 was considered. Executive Team agreed that this was an accurate record of the meeting subject to minor amendment.

2. Confidential Item

Martin Walker declared an interest and left the meeting.

This item is the subject of a separate confidential minute.

3. Review of Ethics Arrangements

Martin Walker re-joined the meeting.

Elaine Boyd, Director, Audit Quality and Appointments joined the meeting.

Elaine introduced Review of Ethics Arrangements, copies of which had been previously circulated.

Executive Team was invited to:

- Consider establishing an ethics function with appropriate policies and resources to strengthen current arrangements. This should include mandatory ethics training and reporting on ethics arrangements to an Ethics Committee

- Consider appointing the Executive Director of Innovation and Quality as the EP on a permanent basis
- Engage with the Accounts Commission to determine whether they would like to adopt similar arrangements to Audit Scotland in appointing an EP and ethical arrangements support
- Seek a further update from Executive Directors on the role and nomination of a compliance partner
- Approve the recommendations in the paper.

Following discussion, Executive Team agreed that Kenny Oliver will be appointed the Ethics Partner for Audit Scotland. As part of this role Kenny will develop the ethics function, through assignment of responsibilities within I&Q; engagement with other business groups; and consideration of the most appropriate committee within Audit Scotland that could consider ethics matters.

Action: It was agreed that Kenny, Antony and John would discuss who will have responsibility over the review of fit and proper/confidentiality forms.

The Executive Team agreed in principal that the Audit Scotland Ethics Partner could provide support to the Accounts Commission.

Action: It was agreed that Kenny Oliver would engage with the Accounts Commission to seek its views.

The Executive Team agreed that the Compliance Principal role(s) within Audit Scotland requires clarification. It was agreed that Kenny Oliver would be appointed Compliance Principal for Audit Scotland, but that each business group would also appoint such an individual, with responsibilities over the compliance aspects relevant to each business group.

Action: It was agreed that Kenny, Antony and John would discuss, and map out the relevant responsibilities (September 2022).

Elaine Boyd left the meeting.

4. Accounts Commission Change Programme Update

Paul Reilly, Secretary to the Accounts Commission joined the meeting.

Paul introduced the Accounts Commission Change Programme Update, copies of which had been previously circulated.

Executive Team was invited to consider the Commission Change Programme update and agree how it wishes to be kept appraised of progress.

During discussion, Executive Team & Paul noted the scale of ambition of the Accounts Commission Change Programme and the opportunities and challenges associated with this.

All agreed the importance of collaborative working in ensuring the Accounts Commission Change Programme was a success.

Executive Team discussed the following in more detail:

- *Theme 4: Commission Support* –the discussion concentrated on the Redesign of the Secretariat. It was agreed that Paul would bring a report to the Executive Team meeting on 23 August 2022.
- *Theme 6. Communications* - the discussion centred around the objective to *Rebrand Commission to strengthen identity*. Executive Team sought clarification on the scope of the rebranding. Paul advised that the Accounts Commission is looking to increase awareness of the Accounts Commission and its findings and key messages to the wider population. It was noted that the clarity of the objectives for this theme would be important in advance of engaging external consultants of this theme.

Both Executive Team and Paul acknowledged the interconnectedness of some elements of the Strategic Improvement Programme and agreed some communications to wider colleagues on the Accounts Commission change programme would be helpful.

Executive Team and Paul agreed that this must be shared endeavour and a tripartite approach.

Following discussion, it was agreed that Executive Team would consider further reports on the themes in the change programme.

Actions: Paul Reilly to bring a report on the Commission Secretariat to the next Executive Team meeting (23 August 2022)

Paul and Martin to discuss the scheduling of future reports to the Executive Team on the programme (August 2022)

5. Livestreaming hybrid Accounts Commission meetings 2022 - update

Paul introduced the Livestreaming hybrid Accounts Commission meetings 2022 - update, copies of which had been previously circulated.

Executive Team was invited to:

- Agree a procurement process to secure a long-term arrangement for livestreaming meetings with a view to having a two-year contract in place (with an optional one-year extension) from 1 January 2023.
- Agree a further extension of the current arrangement with Precise Events to cover the three-month period from October to December 2022 to allow sufficient time for the procurement process to take place.

Executive Team noted the importance of the live streaming plans in supporting transparency and access to the relevant communities. Executive Team discussed utilising a 4-month extension rather than a 3-month due to the timings of the procurement process.

It was confirmed by Executive Team that there is not the capacity, expertise or equipment internally to deliver this service to the required standard and it was agreed that external procurement was appropriate.

Following discussion, Executive Team approved the recommendations for long term procurement based on utilising a 4-month extension to the current arrangement to ensure continuity in livestreaming.

Paul Reilly left the meeting.

6. Draft Management Team agenda: 23 August 2022

Executive Team reviewed the proposed agenda for the meeting of 23 August 2022.

It was noted that next week's agenda is busy, and that a further item would be added to the agenda in relation to the Commission secretariat as agreed earlier in the meeting.

7. Covid-19 Update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

During discussion, Executive Team noted the statistics are continuing to move in the right direction. They also noted the development of a bi-variant vaccine which could be available in the autumn.

8. Any other business

No AOB.

9. Review of meeting

Executive Team reflected on the meeting.

10. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Covid-19
- Accounts Commission Change Programme
- Ethics and compliance arrangements.

11. Date of next meeting: 23 August 2022

The next meeting of Executive Team will take place on 23 August 2022.

Minutes

Executive Team



Tuesday 23 August 2022, 10.00am
Hybrid Meeting (EH1, EH2 and TEAMS)

Present:

Vicki Bibby
Stephen Boyle
Antony Clark
John Cornett
Kenny Oliver
Jack Nixon (Minutes)

Apologies:

No apologies

In attendance:

Paul O'Brien, Senior Manager, Performance Audit and Best Value
Michelle Borland, Business Manager, Performance Audit and Best Value
Simon Ebbett, Communications Manager, Corporate Services Group
Gayle Fitzpatrick, Corporate Governance Manager, Corporate Services Group
Ian Metcalfe, Corporate Performance Officer, Corporate Services Group
Sara Tait, Corporate Support Officer, Corporate Services Group
Elaine Boyd, Director, Audit Quality and Appointments
Owen Smith, Senior Manager, Audit Quality and Appointments
Paul Reilly, Secretary to the Accounts Commission
Martin Walker, Associate Director, Corporate Performance and Risk, Corporate Services Group
Susan Burgess, Human Resources Assistant Manager, Corporate Services Group
Gordon Robertson, Learning and Development Assistant Manager, Corporate Services Group

1. Minutes of meeting on 16 August 2022

The draft minute dated 16 August 2022 was considered. Executive Team agreed that this was an accurate record of the meeting subject to minor amendment.

2. 2022/23 Guidance on planning annual audits

Paul O'Brien, Senior Manager, Performance Audit and Best Value joined the meeting.

Paul introduced the 2022/23 Guidance on planning annual audits report, copies of which were previously circulated.

Executive Team was invited to:

- Consider and approve for consultation the accompanying draft of the guidance for appointed auditors on planning 2022/23 annual audits.

- Comment on the proposed agenda and format for the Annual Audit Planning Conference.

During discussion, Executive Team noted the Audit targets had largely returned to pre-Covid deadlines, which should be seen a significant milestone. Executive Team also noted the inclusion of Cyber Security and Climate Change in the paper and the discussions which had been taking place on these subjects.

Following discussion, Executive Team approved the paper for consultation and the draft agenda, subject to minor amendments.

Action – Paul O’Brien to make the amendments as discussed.

Paul O’Brien left the meeting.

3. Our purpose workstream: update on Public Audit in Scotland and new Audit Scotland corporate plan

Michelle Borland, Business Manager, Performance Audit and Best Value and Simon Ebbett, Communications Manager, Corporate Services Group joined the meeting.

Michelle introduced the Our purpose workstream: update on Public Audit in Scotland and new Audit Scotland corporate plan, copies of which were previously circulated.

Executive Team was invited to:

- Feedback on the proposed strategic planning framework outlined in Figure 2.
- Feedback on the proposed alignment of corporate strategy development and the ongoing development of the Code of Audit Practice.
- Feedback on initial thinking on outcomes and high-level context in PAIS to help inform its first strategy workshop on 13 September.
- Feedback on the stakeholder mapping exercise and the indicative consultation plans and timescales.
- Agree the revised project plan.

During discussion, Michelle Borland highlighted the interconnectedness between Our Purpose Workstream and other projects in the SIP programme. Executive Team provided feedback on elements of the report, including the categorisation of some stakeholders.

Following discussion, Executive Team agreed the revised action plan.

Michelle Borland and Simon Ebbett left the meeting.

4. Audit Committee Business

Gayle Fitzpatrick, Corporate Governance Manager, Corporate Services Group, Ian Metcalfe, Corporate Performance Officer, Corporate Services Group and Sara Tait, Corporate Support Officer, Corporate Services Group, joined the meeting.

Gayle Fitzpatrick introduced the Audit Committee business report, copies of which were previously circulated.

- **Audit Committee draft agenda: 7 September 2022**

Executive Team reviewed the proposed agenda for the meeting of Audit Committee on 7 September 2022.

Executive Team confirmed that it was satisfied with the agenda.

- **Q1 Data incidents report**

Executive Team was invited to note the report.

Gayle Fitzpatrick informed Executive Team of the circumstances of the recent data incident and advised that advice was taken which confirmed that the incident did not need to be reported to the IOC.

Executive Team thanked Gayle for the update and the approach taken to the recent data incident and noted the findings of the report.

Executive team queried whether further, more regular training could be delivered to colleagues in order to minimise the risk of further incidents.

Action – Kenny Oliver, Vicky Bibby, Martin Walker & Gayle Fitzpatrick to discuss training needs around Data protection across the organisation.

- **Annual review of corporate governance policies**

Executive Team was invited to:

- Consider the current Standing Orders, Financial Regulations and Scheme of Delegation and recommend them to Audit Committee on 7 September 2022 for review, prior to submitting to Board on 28 September 2022 for approval, and
- Consider the revised Codes of Conduct and recommend them to Audit Committee on 7 September 2022 for review, prior to submitting to Board on 28 September 2022 for approval.
- **Standing orders** – Minor Amendments noted by Executive Team.
- **Financial Regulations** – No Amendments noted by Executive Team.
- **Scheme of Delegation** – No Amendments noted by Executive Team.
- **Members' Code of Conduct** – Executive Team requested clarity on paragraphs 19, 20 & 21 and how they interact with each other. Specifically, whether paragraph 21 can override paragraphs 19 & 20. Executive Team agreed Equality, Diversity and Inclusion could be embedded further in the document to mirror the content of Audit Scotland Staff Handbook.

Executive Team agreed support the recommendations subject to minor amendments.

Action – Gayle Fitzpatrick to feedback on the Governance of the paragraphs 19, 20 & 21 & adapt the Members’ Code of Conduct to reflect equality, diversity and inclusion in line with the Staff Handbook.

- **Code of Conduct Staff policy** – No amendments noted by Executive Team.

Gayle Fitzpatrick, Ian Metcalfe and Sara Tait left the meeting.

5. 2021/22 Audit appointment changes to local government audits

Elaine Boyd, Director, Audit Quality and Appointments and Owen Smith, Senior Manager, Audit Quality and Appointments, joined the meeting.

Elaine introduced the 2021/22 Audit appointment changes local government audits report, copies of which had been previously circulated.

Executive Team was invited to:

- Note the proposed appointment changes and the need for these to be approved at the Accounts Commission meeting on 8 September 2022
- Consider and comment on the proposed change in the Accounts Commission’s appointing practice
- Approve the draft Accounts Commission report.

During discussion, Executive Team thanked Elaine and Owen for the paper and noted the urgency for approval on 2021/2022 Audit appointments. Some minor changes to the wording of the report were suggested. These were to clarify that: a) Fiona Kordiak’s retirement from Audit Scotland had not impacted on the legitimacy of any local government audit appointments made to her and subsequently delegated to other Audit Scotland employees under the 8 December 2004 arrangements, and b) that AQA is content with the arrangements in place to cover John Cornett’s previous audits as set out in para 15 of the report.

Executive Team discussed the informal process that is carried out on Audit Nominations and agreed that this process and the documentation of considerations and decisions made should be further formalised in future.

Action – AQA to make amendments to the report, as suggested by ET.

Action - John Cornett to formalise the process of due diligence of nominations for audits.

Elaine Boyd and Owen Smith left the meeting.

6. Draft Accounts Commission agenda: 8 September 2022

Paul Reilly, Secretary to the Accounts Commission joined the meeting.

Executive Team reviewed the proposed agenda for the meeting of Executive Team on 8 September 2022.

Paul Reilly noted that the Accounts Commission have invited Sally Loudon (Chief Executive of COSLA) as well as the President (Cllr Shona Morrison) and Vice President (Cllr. Steven Heddle) to the private Commission members forum which would take place following the formal Commission meeting. Antony Clark advised that Item 13 & 14 would be delivered simultaneously with one paper.

Paul Reilly delivered a verbal update on the recruitment campaign for Controller of Audit.

Paul agreed to keep Antony Clark up to date on the notice period of the successful candidate as his position as Interim Controller of Audit is due to expire at the end of September 2022.

Paul delivered a verbal update on the recruitment campaign for Account Commission members.

Paul agreed to keep Executive Team up to date throughout the process.

Executive Team congratulated Paul on delivering successful recruitment campaigns and look forward to further updates.

7. Confidential Item

This item is the subject of a separate confidential minute.

8 Confidential Item

This item is the subject of a separate confidential minute.

9. Draft Executive Team agenda: 30 August 2022

Executive Team reviewed the proposed agenda for the meeting of Executive Team on 30 August 2022.

Executive Team noted the volume of items to be discussed and it was agreed Martin Walker would review and liaise with colleagues whether one or more items could be moved to alternative meeting.

Executive Team noted an earlier start point would be possible for 30 August meeting if required.

10. Covid-19 Update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

Martin communicated the Covid-19 statistics continue to show optimism.

Executive Team invited Vicky Bibby to comment on Covid from previous experience. It was agreed to monitor Covid developments into Autumn.

10. Any other business

There was no other business.

11. Review of meeting

Executive Team reflected on the meeting.

12. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Audit planning guidance
- Strategic planning
- Governance

Martin Walker to release to colleagues.

13. Date of next meeting: 30 August 2022

The next meeting of Executive Team will take place on 30 August 2022.

Minutes

Executive Team

Tuesday 30 August 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Vicki Bibby
Antony Clark
Martin Walker
Stephen Boyle
Kenny Oliver
John Cornett
Jack Nixon (Minutes)

Apologies:

None

In attendance:

Gayle Fitzpatrick, Corporate Governance Manager
David Robertson, Digital Services Manager

1. Minutes of meeting on 23 August 2022

The draft minute dated 23 August 2022 was considered. Executive Team agreed that this as an accurate record of the meeting subject to minor amendment.

2. Review of Risk Register

Gayle Fitzpatrick, Corporate Governance Manager joined the meeting, David Robertson, Digital Services Manager joined the meeting.

Martin Walker and Gayle Fitzpatrick introduced Review of Risk Register, copies of which had been previously circulated.

Executive Team was invited to:

- Consider the updated risk register and discuss the risk assessments, controls and mitigating actions in place, identify if any further management action is required
- Subject to approval and potential amendments, approve the risk register for submission to the 7 September Audit Committee meeting.

During discussion, Gayle Fitzpatrick highlighted the key changes to the risk register since its last circulation in June.

Executive Team discussed the benefit of having more precise target dates on actions within the Risk Register and discussed the extent to which actions would be the risk rating to the target level.

Executive Team also noted that the Risk Register is now focused less on Covid-19 and agreed that a deeper strategic discussion and evaluation of the risks would be beneficial at a future Executive Team meeting in the near future.

David Robertson advised that the Risk score of 20 was accurate at this time for Risk A1 on digital security. Executive team noted Risk A1 is heavily focused on prevention of a cyber-attack and the benefits of having a clear response plan should a cyber-attack be successful.

David Robertson agreed that Audit Scotland needed to produce a *Cyber Incidence Response Plan* and noted that the ISO 27001 Audit had identified a non-conformity and indicated a March 2023 deadline for this to be completed. Executive Team noted the timeline and agreed it should be expedited before the end of 2022. David discussed the resource implications and agreed the response plan would be produced in partnership with Audit Scotland's Cyber Security Partner.

Executive team agreed it is appropriate to insert narrative around the Risk Register and Audit Scotland Corporate Plan and how they interact with one another. It was noted that Executive team are actively looking at this.

Following discussion, Executive Team approved the risk register for submission to the 7 September Audit Committee meeting, subject to minor amendments.

Action: Gayle Fitzpatrick & Martin Walker to add/ update completion dates for actions on the Risk Register for next report (09/2022).

Action: David Robertson to consult with our Cyber Incident Response partner to create a Cyber Incident Response plan following NCSC best practice (Deadline: End of 2022).

Action: Executive Team to hold a further strategic review of the Risk Register ahead of the next Audit Committee meeting (September/October 2022)

Gayle Fitzpatrick left the meeting.

3. Digital Security Update

David Robertson, Digital Services Manager joined the meeting.

David introduced the Digital Security Update, copies of which had been previously circulated.

Executive Team was invited to note the report.

During discussion, David Robertson noted that the DST was still operating at 80% capacity due to vacancies and that this presented an ongoing resource issue.

David updated Executive Team on the results of the recent phishing email and confirmed from October more frequent random phishing tests would be conducted. It was agreed this would be a monthly occurrence.

Executive Team was supportive of more frequent cyber training being conducted organisation wide. Vicki Bibby will introduce David to other contacts who have developed their own cyber training for consideration.

Executive Team discussed whether the planned enhancements to digital security actions are already budgeted for or require further resource. It was agreed that David would provide a further update to Executive Team on which actions are budgeted for and which actions are aspirational.

Following discussion, Executive Team noted the report.

Action – Vicki Bibby to introduce David Robertson to contacts re Cyber training content.

Action – Martin Walker and David Robertson to discuss recruitment and resource issue within DST and feedback to Executive Team

Action – David Robertson to expand the section of the report on *Planned Enhancements to Digital Security*, covering priority and resource implications prior to submission to the Audit Committee.

David Robertson left the meeting.

4. Confidential Item

This item is the subject of a separate confidential minute.

5. Confidential Item

This item is the subject of a separate confidential minute.

6. Confidential Item

This item is the subject of a separate confidential minute.

7. Covid 19 Update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

Executive Team noted the statistics continued to move in a positive direction and agreed to further ongoing monitoring.

8. Draft Management Team agenda: 6 September 2022

Executive Team reviewed the proposed agenda for the meeting of 6 September 2022.

- Items 2 & 4 will be treated as one item.
- Item 3 - Audit Committee Risk Register is to be removed from agenda.
- Item 12 - Draft Mid-year Strategy Seminar agenda – 21 September 2022 - Paul Reilly will be the lead on this item

9. Any other business

Executive Team discussed any further business

Vicki Bibby discussed planned communications and engagement with an emphasis on protecting and building the reputation of Audit Scotland to the wider population and sector. Executive Team agreed it is important for Audit Scotland to have a strong presence and establishing the correct balance of how this can be delivered requires further consideration.

Action – Vicki Bibby and Simon Ebbett to produce paper on external communications and engagement (TBC).

10. Review of meeting

Executive Team reflected on the meeting, noting the volume of significant business.

10. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key messages for internal communication.

11. Date of next meeting: 6 September 2022

The next meeting of Executive Team will take place on 6 September 2022.

Minutes

Executive Team

Tuesday 06 September 2022, 10.00am
Hybrid Meeting (EH9 and TEAMS)

Present:

Stephen Boyle
Vicki Bibby
Martin Walker
Kenny Oliver
John Cornett
Jack Nixon (Minutes)

Apologies:

Antony Clark

In attendance:

Susan Burgess, Human Resources Assistant Manager, Human Resources
Stuart Dennis, Corporate Finance Manager, Finance
Paul Reilly, Secretary to the Accounts Commission

1. Minutes of meeting on 30 August 2022

The draft minute dated 30 August 2022 was considered. Executive Team agreed that this as an accurate record of the meeting subject to minor amendment.

2. Review of HR policies

Susan Burgess, Human Resources Assistant Manager, Human Resources, joined the meeting.

Susan Burgess introduced the Review of HR policies, copies of which had been previously circulated.

Executive Team was invited to:

- Consider the questions raised for discussion
- Note the report
- Approve the changes proposed subject to the discussion today
- Consider where the Whistleblowing policy should be held for future revisions.

a) **Alcohol & Drugs Policy** - Approved subject to minor amendments.

Executive Team advised some minor clarification to be made around the definition of the 'working day' and for the policy to be somewhat location blind to reflect the current hybrid working environment. It was advised that the policy should reflect that colleagues should not consume alcohol or drugs whilst conducting Audit Scotland work or on an occasion where Audit Scotland work will be conducted after the consumption of alcohol or drugs. Executive Team advised a statement relating to conducting Audit Scotland work whilst under the influence of alcohol or drugs should be added.

b) **Self Employed Consultants Guidance** - Approved subject to minor amendments.

Executive Team advised there was no requirement for this to be presented at REMCO and to continue the same case by case basis that is currently in operation.

c) **Whistleblowing Policy** - to be brought back to Executive Team.

Executive Team discussed the arrangements for the appointing the investigating officer and suggested a pool of individuals drawn from all business groups with allocation of the role of investigative officer determined on a case-by-case basis. It was agreed a degree of flexibility should be added into the policy around the appointment of the Investigating Officer. It was noted that historic numbers of whistleblowing had been very small, and it was appropriate for this approach to continue.

Executive Team agreed this policy should sit in HR at present.

d) **Workplace and Events Parties** – Approved subject to minor amendments.

Executive team advised the same considerations to be amended as in the Alcohol & Drugs policy.

During discussion, Executive Team emphasised the requirement for the amended policy's to be promoted to colleagues effectively. It was agreed the whistleblowing policy should be accompanied with the results of the recent HSE stress survey to provide a more comprehensive package to colleagues.

Following discussion, Executive Team advised that item c) *Whistleblowing Policy* should return to Executive Team in a future meeting or by correspondence for final review.

Action – Vicki Bibby to initiate contact with PHS colleagues to benchmark Whistleblowing policy.

Action – Whistleblowing policy to return to Executive Team in future meeting or by correspondence.

Action – Whistleblowing policy and HSE survey results to be issued simultaneously by Vicki Bibby.

Susan Burgess left the meeting.

3. 2022/23 Financial Forecast

Stuart Dennis, Corporate Finance Manager, Finance joined the meeting.

Stuart introduced the 2022/23 Financial Forecast, copies of which had been previously circulated.

Executive Team was invited to note and discuss the financial forecast for the 12 months to March 2023.

During discussion, Executive Team noted it's support of the more regular financial forecasts from the finance team due to the current volatility of the economic environment.

Executive Team noted the current forecasted underspend and advised caution as there are some current risks where costs may increase from current forecasts, including the Pay award, Accounts Commission Change Programme & I&Q development. Executive Team noted the progress in the Pay Award and look forward to a further update.

Following discussion, Executive Team agreed a further discussion is required, focusing on fee income and the communication to public bodies on the make-up of these increased costs. Executive team agreed some form of indicative communication should be released to public bodies advising of the increased fees prior to the formal release of fees in December.

Action – Executive Team to have further discussion with Stuart Dennis relating to fee increases for public bodies and the associated communications (Date tbc: either 20/09 or 27/09 on planning day).

Action – Vicki Bibby to meet with Stuart Dennis to discuss forecast in more detail.

Stuart Dennis left the meeting.

4. 2023 Proposed Board and Committee meeting schedule

Martin Walker introduced the 2023 Proposed Board and Committee meeting schedule copies of which had been previously circulated.

Executive Team was invited to note the proposed meeting schedule paper for Board approval.

During discussion, Executive Team noted the proposed dates and advised the possibility of holding one of the meetings in Glasgow.

It was agreed the agendas would be refined as things emerge throughout 2023.

Following discussion, Executive Team approved the dates subject to reviewing the April date due to potential school holidays.

5. Covid 19 Update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

Martin Walker advised Executive Team those two colleagues posted absences for Covid-19 this week.

National figures continue to provide optimism. Executive Team agreed to continue to monitor throughout Autumn and into Winter.

6. Draft Executive Team agenda: 13 September 2022

Executive Team reviewed the proposed agenda for the meeting of 13 September 2022.

Vicki Bibby & Antony Clark send apologies.

Action – Q1 Performance report to be provided to Vicki Bibby to provide feedback before annual leave

7. Draft Mid-year Strategy Seminar Accounts Commission: 21 September 2022

Executive Team reviewed the proposed agenda for the meeting of 21 September 2022.

Paul Reilly discussed the proposed agenda for the Mid-year Strategy Accounts Commission with Executive Team and advised the CEO of COSLA would no longer be attending with an alternative colleague attending.

Executive Team noted the large agenda and requested an update following the meeting.

8. Draft Board agenda: 28 September 2022

Executive Team reviewed the proposed agenda for the meeting of 28 September 2022.

Martin Walker to present HSE survey findings to Audit Scotland Board for transparency as REMCO is too far away in future.

Executive Team noted the volume of items on the agenda for consideration and advised they were satisfied with its content.

Executive Team members advised a desire for more Executive Team visibility at Audit Scotland Board meetings/Audit Committee.

Action – Review guidance on AS Board attendance and how Executive Team came to decision on non-attendance in the past.

9. HR Policies via correspondence

Executive agreed to respond to items via correspondence by 21/09/2022.

10. Communications digest via correspondence

Executive Team agreed to feedback to items submitted via correspondence.

11. Any other business

Executive Team discussed any further business.

Martin Walker raised a confidential item which is the subject of a confidential minute.

12. Review of meeting

Executive Team reflected on the meeting

13. Executive Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key messages for internal communication.

10. Date of next meeting: 13 September 2022

The next meeting of Executive Team will take place on 13 September 2022.

Minutes

Executive Team

Tuesday 13 September 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Martin Walker
Stephen Boyle
Kenny Oliver
John Cornett
Jack Nixon (Minutes)

Apologies:

Antony Clark
Vicki Bibby

In attendance:

Susan Burgess, HR Assistant Manager
Laura Spencer, Senior HR Advisor
John Gilchrist, Corporate Services Manager
Owen Smith, Senior Manager – Corporate Services
Gayle Fitzpatrick, Corporate Governance Manager
Mark Taylor, Audit Director, Audit Services
Richard Robinson, Senior Manager, Performance Audit and Best Value

1. Minutes of meeting on 6 September 2022

The draft minute dated 6 September 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to minor amendment.

2. Confidential Item

This item is the subject of a separate confidential minute.

3. Confidential Item

This item is the subject of a separate confidential minute.

4. Annual Equality and Diversity report 2021/22

Susan Burgess, HR Assistant Manager and Laura Spencer, Senior HR Advisor joined the meeting.

Susan Burgess and Laura Spencer introduced the Annual Equality and Diversity report 2021/22, copies of which had been previously circulated.

Executive Team was invited to note and comment upon this report prior to external publication and the report being shared with the People Focus Group, Partnership Forum and Remco in November 2022.

Executive Team thanked Susan Burgess and Laura Spencer for presenting the report. During discussion it was noted that applications from across the protected groups has increased as well as women being promoted or transitioning through a career development gateway in 2021/22.

Executive Team was supportive of the use of brand ambassadors to assist in promoting brand awareness and job opportunities to targeted demographic groups.

Executive Team recognised that Audit Scotland is currently not sufficiently representative of people with disabilities. It was noted that the greater disclosure of disabilities is a focus of the Disability Confident Working Group and that people with disabilities are currently underrepresented in the workforce compared to the general population.

In relation to social mobility Susan advised that current qualification entry requirements are being reviewed across the organisation, combined with Modern Apprenticeships across audit teams.

It was confirmed that PCS had been sighted on the report and its contents.

Following discussion, Executive Team noted the report and welcomed it being presented at upcoming People Focus Group, Partnership Forum and Remco meetings, subject to minor amendments.

Susan Burgess and Laura Spencer left the meeting.

5. Audit Appointments

John Gilchrist, Corporate Service Manager and Owen Smith, Senior Manager, Corporate Services joined the meeting.

John introduced a report on the Audit Appointments of Recommendation for Environment Standards Scotland, Consumer Scotland the Risk Management Authority, copies of which had been previously circulated.

Executive Team was invited to consider the options and relevant factors in relation to the appointments as set out in the report.

Following discussion, Executive Team agreed to recommend the proposals to the Auditor General for Scotland.

John Gilchrist and Owen Smith left the meeting.

Action – John Gilchrist to email Stephen Boyle directly to recommend the appointments.

Action – Audit Services to benchmark future tenders prior to release.

6. Annual policy review of Record Management policies

Gayle Fitzpatrick, Corporate Governance Manager joined the meeting.

Gayle Fitzpatrick introduced the Annual policy review of Record Management policies, copies of which had been previously circulated.

Executive Team was invited to:

- Consider the updated records management policy.
- Subject to amendment, recommend the policy for approval by the Board at its meeting on 28 September 2022.

During discussion, Executive Team noted the principles and objectives in the paper are laid out very articulately. It was noted that some additional information is required on how the objectives would be achieved prior to presentation to the Audit Scotland Board.

Following discussion, Executive Team approved the paper for the Audit Scotland Board, subject minor amendments.

7. Q1 Corporate Performance Report

Gayle Fitzpatrick introduced the Q1 Corporate Performance Report, copies of which had been previously circulated.

The Executive Team was invited to:

- Review the performance in quarter one
- Consider whether any additional management action is required.

During discussion, Executive Team discussed Appendix 1: Proportion of audit time (Q1) and the current utilization rate. It was agreed that John Cornett would pick this up directly with Mark Laird to review this figure further and feedback to Executive Team in due course.

Executive Team discussed the potential challenges of benchmarking this data against private firms and internationally where appropriate.

Executive Team noted the current 12% budget underspend, and it was advised this was primarily a phasing issue and that the report would be updated to clarify this.

Executive Team agreed for future reports that some further, more in depth metrics of performance may be appropriate.

Following discussion, Executive Team acknowledged that Gayle Fitzpatrick would be sighted on the PAiS & CP work to assist with the reshaping of the Performance Management Framework and that the . Executive Team advised of minor amendments and report, subject to minor amendments would be presented at the upcoming Audit Scotland Board meeting on 27 September.

Gayle Fitzpatrick left the meeting.

8. Scottish Exchequer updated strategy

Mark Taylor, Audit Director, Audit Services and Richard Robinson. Senior Manager, Performance Audit and Best Value joined the meeting.

Mark Taylor and Richard Robinson introduced the Scottish Exchequer updated strategy, copies of which had been previously circulated.

Executive Team was invited to note the update on the Scottish Exchequer strategy.

During discussion, Executive Team noted the change in name of the Scottish Exchequer Team to the Public Finance Team.

Executive Team advised some further discussion on how Audit Scotland report on the bigger picture around the increasing pressure on public finances.

It was noted that there is a requirement for some flexibility relating to what the audit response will be across business groups.

Following discussion, Executive Team thanked the Public Finance Team for the refreshed approach and anticipate further changes in strategy in future to adapt to the current fiscal environment. A further paper in November to be produced for Executive team.

Mark Taylor and Richard Robinson left the meeting.

9. Covid update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

Martin Walker advised desk bookings had increased and provided a link to the most recent report.

He also advised that the national ONS data highlighted a slight increase in the last week. Executive Team agreed to continue to monitor the data closely.

10. Draft Strategic Improvement Programme Board agenda: 20 September 2022

Executive Team reviewed & approved the proposed agenda for the meeting of 20 September 2022.

11. Draft Management Team agenda: 27 September 2022

Executive Team reviewed the proposed agenda for the meeting of 27 September 2022. Approved subject to minor confirmations.

12. Any other business

Executive Team discussed any further business. Martin walker raised the following items:

- 1) Bank holiday arrangement following the death of HM Queen Elizabeth II

Executive Team advised this should follow the arrangements made for the Platinum Jubilee where colleagues were allocated an extra day of annual leave.

Executive team agreed offices will be closed on Monday 19 September and this would be advised to all colleagues as part of Executive Team communication following the meeting.

2) Upcoming Pulse Survey

Martin advised the upcoming Pulse Survey would run with additional questions relating to the recent HSE Stress Survey.

13. Review of meeting

Executive Team reflected on the meeting and noted the diverse range of papers discussed.

14. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Bank Holiday arrangements following the death of HM Queen Elizabeth II.
- Trailer of Equalities and diversity report
- Trailer of upcoming Pulse Survey

15. Date of next meeting: 27 September 2022

The next meeting of Executive Team will take place on 27 September 2022.

Minutes

Executive Team

Tuesday 27 September 2022, 10.00am
Hybrid Meeting (EH1 and TEAMS)

Present:

Martin Walker
Stephen Boyle
Kenny Oliver
John Cornett
Antony Clark
Vicki Bibby
Nicola Constable (Minutes)

Apologies:

There were no apologies.

In attendance:

Stuart Dennis, Corporate Finance Manager

1. Minutes of meeting on 13 September 2022

The draft minute dated 13 September 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to amendment.

Action: Stephen Boyle and Martin Walker to provide wording amendment

Vicki Bibby joined the meeting at 10.10am

2. Confidential Item

This item is the subject of a separate confidential minute.

3. Confidential Item

This item is the subject of a separate confidential minute.

4. Covid update

Item was not discussed.

5. Draft Executive Team agenda: 4 October 2022

Executive Team reviewed the proposed agenda for the meeting of 4 October 2022 and agreed amendments.

6. Items for consideration by correspondence

Draft Accounts Commission agenda: 13 October 2022 was considered by correspondence.

7. Any other business

Executive Team discussed any further business

8. Review of meeting

Executive Team reflected on the meeting

9. Management Team Communications

No communication from this meeting.

10. Date of next meeting: 4 October 2022

The next meeting of Executive Team will take place on 4 October 2022.

Minutes

Executive Team

Tuesday 4 October 2022, 10.00am
Hybrid Meeting (EH1 and TEAMS)



Present:

Vicki Bibby
Stephen Boyle
Kenny Oliver
John Cornett
Antony Clark
Martin Walker
Jack Nixon (Minutes)

Apologies:

In attendance:

Pauline Gillen, Audit Director, Audit Services
Susan Burgess, Human Resources Assistant Manager
Stuart Dennis, Corporate Finance Manager
Elaine Boyd, Director, Audit Quality and Appointments
Owen Smith, Senior Manager, Audit Quality and Appointments
John Gilchrist, Manger, Audit Quality and Appointments
Carolyn McLeod, Audit Director, Performance Audit and Best Value
Ian Metcalfe, Corporate Performance Officer, Corporate Governance

1. Minutes of meeting on 27 September 2022 and 29 September 2022

27 September 2022

The draft minute dated 27 September 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to amendment.

29 September 2022

The draft minute dated 29 September 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to amendment.

2. Hotlist of audit issues and Statutory report log

Pauline Gillen, Audit Director, Audit Services joined the meeting.

Pauline introduced the Hotlist of audit issues and Statutory report log, copies of which had been previously circulated.

Executive Team is invited to agree any action that is needed in response to the issues identified and the material presented.

During discussion, Executive Team thanked Pauline for a detailed and comprehensive paper.

Executive team discussed the Local government audits – valuation of PPE specifically highlighting the effort going on between auditors, finance teams and valuers to address the risk of material misstatement. Executive Team agreed some information sharing across the organisation or potentially an external resource could assist in this.

Following discussion, Executive Team agreed the new additions were noteworthy and merited monitoring as they evolve. Executive Team agreed the issues ‘proposed to close’ were accurate as they had been sufficiently resolved or auditors have been sighted on these issues.

Pauline Gillen left the meeting.

3. Developing hybrid working policies

Susan Burgess, Human Resources Assistant Manager, Sharon Kewley, Business Support Manager and Stuart Dennis, Corporate Finance Manager joined the meeting.

Susan introduced the Developing hybrid working policies, copies of which were previously circulated.

Executive Team was invited to:

- Consider the changes proposed in each policy
- Note the report and the work of the Developing Hybrid working group
- Approve the revised policies and changes prior to Remco
- Approve the provisional new Hybrid Working, Flexi time and Right to Disconnect Policies and the removal of those proposed above, subject to further consultation with PCS.

Executive Team noted the importance of these policies and welcomed the update.

Hybrid working - Executive Team noted the progress on the policy so far and recommended some minor amendments. Executive Team accepted the policy is a work in progress and looked forward to seeing further updates. It was agreed that the policy should be principle based and should be followed up with effective communications to colleagues and issued with guidance around putting it into practice.

Executive Team discussed what impact the new policy may have on equalities and requested an update on this issue prior to approval.

Action – Further discussion to be confirmed at Leadership Group (tbc)

Action – Susan Burgess to evaluate impact on Equalities prior to approval.

Flexitime - Executive Team discussed the key benefits to colleagues and the organisation.

Executive Team agreed advised further guidance more consistent approach across the organisation. It was advised PCS may need to be consulted on any changes to the policy.

Action - Susan Burgess to make amendments discussed and consult with PCS if required.

Right to disconnect - Executive Team agreed the policy should be centred around etiquette and respect. Executive Team advised it would be beneficial to ascertain how this policy interacts with 'Developing Hybrid Working' and 'Flexitime'.

Following discussion Executive Team agreed this should be presented at Leadership Group subject to further amendments.

Susan Burgess, Sharon Kewley and Stuart Dennis left the meeting.

4. 2022/23 Audit appointment to Scottish Rail Holdings Company Ltd

Elaine Boyd, Director, Audit Quality and Appointments, Owen Smith, Senior Manager, Audit Quality and Appointments and John Gilchrist, Manger, Audit Quality and Appointments joined the meeting.

Elaine Boyd introduced the 2022/23 Audit appointment to Scottish Rail Holdings Company Ltd, copies of which had been previously circulated.

Executive Team was invited to consider and comment on:

- The relative benefits and risks of the two options for securing the audit of SRH, including the Auditor General for Scotland considering auditing SRH under similar arrangements as for the audits of the Scottish Government and Scottish Parliamentary Corporate Body.
- The recommendation that Mazars are appointed to the audit of SRH for 2022/23 to 2026/27.

During discussion, Executive Team summarised the key advantages and disadvantages of both proposals.

Following discussion, Executive Team agreed that Mazars are appointed to the audit of SRH for 2022/23 to 2026/27. It was agreed that due to the high-profile nature, there would be a formal expectation on Mazars to provide enhanced engagement and reporting the audit.

Elaine Boyd, Owen Smith and John Gilchrist left the meeting.

5. 2021/22 Environment, Sustainability and Biodiversity Annual report

Carolyn McLeod, Audit Director, Performance Audit and Best Value, Ian Metcalfe, Corporate Performance Officer, Corporate Governance and Rebecca Seidel, Senior Manager, Performance Audit and Best Value joined the meeting.

Carolyn McLeod introduced the 2021/22 Environment, Sustainability and Biodiversity Annual report, copies of which were previously circulated.

Executive Team was invited to:

- Consider and approve the Environment, Sustainability and Biodiversity Annual Report
- 2021-22 for publication on our website and as the basis of our response to SSN.
- Comment on future areas of focus in relation to environmental issues.

During discussion, Executive Team thanked colleagues for an informative report. It was agreed that targets in the report are ambitious. It was agreed future targets may change due to recording of Working-from-home emissions and differences in methodologies and reporting.

Executive Team agreed an element of peer review would be beneficial for future reports. It was agreed Ian Metcalfe would liaise with Sustainability Scotland to determine if possible.

Following discussion, Executive Team approved the report subject to minor amendments.

Action – Discussion required around recording of working from home emissions. Future date to be confirmed with Executive Team and Leadership Group.

Action – Ian Metcalfe to liaise with Sustainability Scotland around peer review possibilities.

Carolyn McLeod, Ian Metcalfe and Rebecca Seidel left the meeting.

6. Confidential Item

This item is the subject of a separate confidential minute.

7. 2022/23 Audit Fees

Stuart Dennis, Corporate Finance Manager re-joined the meeting.

Stuart Dennis introduced the 2022/23 Audit Fees paper, copies of which had been previously circulated.

The Executive Team was invited to discuss the impact on 2022-23 audit fees across each sector.

During discussion, Executive Team agreed there is further clarity required around the fees that are changing in the paper. Prior to further discussion, it was agreed for the paper to be amended to display no fee decreases to allow all scenarios to be evaluated.

Following discussion, Executive Team agreed to take the discussion offline around different fee scenarios.

Action – Martin Walker, Vicki Bibby and Stuart Dennis to discuss fee scenarios offline and report back via correspondence.

Action – Stuart Dennis to map out 2022/23 Audit fees removing any decreases for Executive Team.

Stuart Dennis left the meeting.

8. Covid update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

Executive Team advised the Covid-19 update would be delivered via correspondence.

9. Draft Executive Team agenda: 25 October 2022

Executive Team reviewed the proposed agenda for the meeting of 25 October 2022 and agreed minor amendments.

10. Any other business

Executive Team discussed any further business

1. Professional Indemnity Insurance renewal

Executive team noted the urgency of this as the cover is already in the extension period and is due to expire.

Stuart Dennis discussed the difficulties around procuring cover with same cover of £5million, and advised the offer received provided cover for £2million.

Executive team agreed for Stuart go back to the market/broker for a quote with the desired £5m due to being uncomfortable in reducing the level of cover to £2million. Executive Team advised to seek a further extension whilst the procurement process progresses ensuring there are no breaks in coverage.

Action – Stuart Dennis to liaise with insurance broker on a further extension and new cover for £5million and report back to Executive Team.

11. Review of meeting

Executive Team reflected on the meeting and looked forward to the extended session next week.

12. Management Team Communications

Executive Team agreed on feedback to items submitted via correspondence below:

- Developing hybrid working
- Environment, sustainability and biodiversity
- Resourcing and fees

13. Date of next meeting: 25 October 2022

The next meeting of Executive Team will take place on 25 October 2022.

Minutes

Executive Team



Tuesday 25 October 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Stephen Boyle
Kenny Oliver
Antony Clark
Jack Nixon (Minutes)

Apologies:

John Cornett
Vicki Bibby

In attendance:

Martin Walker, Director of Corporate Support
Elaine Boyd, Director Audit Quality and Appointments
Parminder Singh, Audit Quality and Appointments Manager
Owen Smith, Senior Manager
Stuart Dennis, Corporate Finance Manager
Gayle Fitzpatrick, Corporate Governance Manager

1. Minutes of meeting on 4 October 2022

The draft minute dated 4 October 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to amendments.

Updates from 04 October meeting were noted in relation to:

- Item 4 - 2022/23 Audit appointment to Scottish Rail Holdings Company Ltd – Mazars have now withdrawn from the appointment process.
- Item 10 - Any other business - Professional Indemnity Insurance renewal - dual cover has now been identified and confirmed.

2. Audit Quality – interim report

Elaine Boyd, Director – Corporate Services, Parminder Singh, Audit Quality and Appointments Manager and Owen Smith, Senior Manager joined the meeting.

Elaine, Parminder and Owen introduced the Audit quality – interim report, copies of which had been previously circulated.

Executive Team was invited to note and comment on:

- The good level of compliance of AAPs with the relevant guidance whilst noting the areas for improvement by some auditors.
- The updated position on Audit Scotland's improvement plan, the positive steps that have been taken to implement improvements and the need to increase the pace of the change to support audit staff deliver high quality audits.
- The continuing need to closely monitor the delivery of 2021/22 audits.
- The assurance provided by AQA and Professional Support's quality checks that the breach of ISA 700 (UK) found by ICAS in their quality review of the 2020/21 National Records of Scotland audit was an isolated issue.
- The work done by AQA to monitor audit quality risks emerging from the wider audit profession and how they could impact upon the audit of the Scottish public sector.

During discussion, Executive Team noted the importance of the paper and thanked colleagues for the progress on delivering the audit quality action plan.

Elaine Boyd advised Executive Team that it would be beneficial for the two action plans to be a single, integrated action plan. Additionally, it was confirmed the paper, subject to amendments, is to be presented at Audit Committee on 09 November.

It was agreed that due to the absence of John Cornett (Executive Director of Audit Services) the discussion would be continued at the Executive Team meeting on 1 November 2022.

Action – John Cornett and Elaine Boyd to discuss ahead of next Executive Team meeting.

Action - Audit Quality – interim report to be on agenda for Executive Team 01/11.

3. Audit Quality Framework – discussion paper

Elaine, Parminder and Owen introduced the Audit Quality Framework – discussion paper, copies of which had been previously circulated.

Executive Team was invited to:

- note the success of the AQF to date and the international comparison findings
- comment on the areas for discussion
- discuss and comment on the proposed timeline and approval route for the AQF
- approve the paper for initial discussions at the Audit Committee and Accounts Commission in November 2022.

During discussion, Executive Team agreed the Audit Quality Framework is in a positive place and has been benchmarked with other UK audit agencies. Additionally, it was agreed the current frequency of reports is sufficient.

It was agreed it may be beneficial for the monitoring of impact to sit parallel with the AQF.

Executive Team advised it would be potentially beneficial to include some work around ISQM compliance & ECQR work in future reports. Additionally, Executive Team discussed some further development of KPIs may be beneficial and to ensure they are achievable and benchmarked.

Following discussion, it was agreed to add in a stage for Accounts Commission and Auditor General approval in the timeline in paragraph 21.

4. Procuring external quality assurance 2022-28

Elaine, Parminder and Owen introduced Procuring external quality assurance 2022-28, copies of which had been previously circulated.

Executive Team was invited to:

- note the results of the tender
- comment on the report
- note that the report will be considered by the Accounts Commission on 10 November 2022 and then the Audit Scotland Board on 23 November 2022 for approval.

During discussion, Executive Team discussed the overall cost and duration of the contract and whether there was an option to vary the arrangements.

Martin Walker advised that the contract would require Audit Scotland Board consideration based on its value under the procurement handbook and scheme of delegation.

It was noted the company concerned has extensive public sector experience and a strong level of resource.

Following discussion, Executive Team asked that procurement advice should be sought regarding the term of the contract and Audit Scotland's ability to renegotiate with bidders.

Action – Elaine Boyd to seek independent procurement advice on issues around the terms of the contract in the context of the tendering process.

Action - Elaine Boyd to explore other firms to carry out the External Quality Assurance at a more competitive rate.

Elaine Boyd, Parminder Singh and Owen Smith left the meeting.

5. Estate Strategy

Stuart Dennis, Corporate Finance Manager joined the meeting.

Stuart Dennis introduced the Estate Strategy update, copies of which had been previously circulated.

Executive Team was invited to agree this report could be presented to the November Board meeting.

During discussion, Executive Team discussed the interconnectedness of the Estate Strategy and the developing hybrid working project and noted that desk booking statistics remained low.

Following discussion, Executive Team agreed the paper should be presented to the board, subject to minor amendments. It was noted that an update on hybrid working, and the estate strategy would be presented to the Remuneration and Human Resources Committee on 09 November.

6. Lease Extension – Nelson Mandela Place, Glasgow

Stuart Dennis introduced the report Lease Extension – Nelson Mandela Place, Glasgow, copies of which had been previously circulated.

Executive Team was invited to consider:

- a five-year extension to October 2032 of the lease at Nelson Mandela Place at the current rental level with a 5-month rent free period.
- seeking Board approval to for a Spring Budget Revision for additional CDEL of £400k to recognise the remeasurement of an existing lease for central government budget purposes.
- evaluating the feasibility of a move to the vacant office accommodation on the 4th Floor North Suite of Nelson Mandela Place, which offers an increase of approximately 700 sq. foot.

During discussion, Executive Team considered the extension in relation to hybrid-working and overall Estates Strategy. It was agreed that presently it would not be appropriate to commit to a further 5 years until the estate strategy has further developed.

Executive Team noted the offer of extension was competitive and discussed how time-sensitive the decision was.

7. Action – Stuart Dennis to return to Landlord to ascertain time-sensitivity of extension and establish if there is potential for shorter extension. 2022/23 Spring budget revision

Stuart Dennis introduced 2022/23 Spring budget revision, copies of which had been previously circulated.

Executive Team agreed to request that the Audit Scotland Board approve the request to the SCPA for a 2022/23 Spring Budget Revision of £5.2 million non-cash AME funding in order to meet additional IAS 19 pension charges. During discussion, Executive Team

Following discussion, Executive Team approved the recommendation.

Stuart Dennis left the meeting.

8. Draft Audit Committee agenda: 9 November 2022

Gayle Fitzpatrick, Corporate Governance Manager joined the meeting.

Executive Team reviewed the proposed agenda for the Audit Committee meeting of 9 November 2022.

Executive Team noted the content of the upcoming meeting.

9. Internal audit report – risk management

Martin Walker and Gayle Fitzpatrick introduced the Internal audit report – risk management, copies of which had been previously circulated.

Executive Team welcomed the assurance provided by the report and noted that the internal audit process underpinning the report was both appropriate and in-depth.

10. Q2 Data Incidents / Loss report

Martin Walker and Gayle Fitzpatrick introduced the Q2 Data Incidents / Loss report, copies of which had been previously circulated.

Gayle Fitzpatrick introduced the paper and advised there had been three data incidents in Q2, none of which were required to be reported to the Information Commissioner office (ICO). It was noted that the three Q2 incidents were due to human error and colleagues had been made aware of the errors.

Executive Team advised some further thought around communicating data incidents updates organisation wide would be beneficial.

11. External Auditor's independence, objectivity, effectiveness, and value for money

Martin Walker and Gayle Fitzpatrick introduced the report on External Auditor's independence, objectivity, effectiveness, and value for money copies of which had been previously circulated.

Executive Team noted the report.

Gayle Fitzpatrick left the meeting.

12. Covid update

Martin Walker provided Executive Team with an update on Covid-19.

Martin Walker advised the COVID 19 numbers continue to increase across the Scotland. However, it was noted that this is not translating into sickness leave across the organisation. Executive Team requested some further research into potentially offering the flu-jab in 2023 for colleagues.

Action – Martin Walker to review cost implications associated with organisation wide flu-jabs for 2023. (Spring 2023)

13. Draft Executive Team agenda: 1 November 2022

Executive Team reviewed the proposed agenda for the meeting of 1 November 2022.

It was agreed Item 1, Audit Quality – Interim report from today's meeting would return to Executive Team next week.

14. Draft Accounts Commission agenda: 10 November 2022

Executive Team reviewed the proposed agenda for the meeting of 10 November 2022. Executive Team noted the content of the upcoming meeting.

Paul Reilly left the meeting.

15. Any other business

Executive Team discussed any further business

16. Review of meeting

Executive Team reflected on the meeting

17. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Discussions around the Audit Quality Framework.
- Future estate strategy.
- Governance.

18. Date of next meeting: 1 November 2022

The next meeting of Executive Team will take place on 1 November 2022.

Minutes

Executive Team



Tuesday 1 November 2022, 10.00am
Hybrid Meeting (EH1 and TEAMS)

Present:

Vicki Bibby
Stephen Boyle
Kenny Oliver
John Cornett
Antony Clark
Jack Nixon (Minutes)

Apologies:

In attendance:

Martin Walker, Director Corporate Support
Elaine Boyd, Director, Audit Quality and Appointments
Gayle Fitzpatrick, Corporate Governance Manager
Stuart Dennis, Corporate Finance Manager
Pauline Gillen, Audit Director, Audit Services
Michelle Borland, Business Manager, Performance Audit and Best Value
Simon Ebbett, Communications Manager

1. Minutes of meeting on 01 November 2022

The draft minute dated 25 October 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to amendments.

Updates from Executive Team meeting on 25 October:

Item 4 - Procuring external quality assurance 2022-28 – Executive Team approved contract to ICAEW.

2. Audit Quality Interim report

Elaine Boyd, Director, Audit Quality and Appointments joined the meeting.

Elaine introduced the Audit Quality Interim report, copies of which had been previously circulated.

During discussion, Executive Team advised the report was in a positive place and emphasised the importance of the action plan being integrated, visible and being actively managed. John Cornett agreed to pick up some minor details offline with AQA team.

Executive Team welcomed the potential of more frequent updates.

Following discussion, Executive Team approved the report subject to minor amendments.

Elaine Boyd left the meeting.

3. Review of Risk Register

Martin Walker, Director of Corporate Services and Gayle Fitzpatrick, Corporate Governance Manager, joined the meeting.

Martin introduced the Review of Risk Register, copies of which were previously circulated.

Executive Team was invited to:

- Consider the updated risk register and
- Subject to amendment it be submitted to the Audit Committee meeting on 9 November 2022.

During discussion, Executive Team noted the positive progress in some areas of risk.

Executive team advised in future reports to separate A1 in appendix 1 into two separate risks - the first focusing on the instance of a cyber-attack and the second on the ability to recover to a state of business as usual after a successful cyber-attack.

Executive Team agreed SCPA budget request should be added in as a medium risk due to the economic challenges around public spending.

Following discussion, Executive Team approved the report to be presented at Audit Committee on 09 November, subject to amendments.

Gayle Fitzpatrick left the meeting.

4. Q2 Financial performance report

Stuart Dennis, Corporate Finance Manager, joined the meeting.

Stuart introduced the Q2 financial performance report, copies of which had been previously circulated.

- The Executive Team is invited to note the financial results for the six months to 30 September 2022.

During discussion, Executive Team advised of some future amendments to reporting relating to specific business groups.

Following discussion, Executive Team approved the report and noted it was due to be at Audit Committee on 09 November.

Stuart Dennis left the meeting.

5. Equality Impact Assessment

Pauline Gillen, Audit Director, Audit Services, joined the meeting.

Pauline introduced the Equality Impact Assessment, copies of which had been previously circulated.

Executive Team was invited to take assurance that:

- an appropriate **and** robust EQIA has been undertaken
- appropriate consultation has taken place and is reflected in the EQIA both in terms of issues and **mitigations**/actions
- mitigations and actions are in place and will be reviewed by ASGMT in the first instance, and
- agree that this Equality Impact Assessment can be shared internally and published on the Audit Scotland website.

During discussion, Executive Team thanked Pauline on the report and confirmed it was satisfied with the robustness of the EIA and the level of consultation undertaken.

Executive Team agreed the potential to share future reports with other forums including Leadership Group and potentially REMCO.

Following discussion, Executive Team approved the report to be shared internally and externally.

Pauline Gillen left the meeting.

6. Our Purpose - values workshop

Michelle Borland, Business Manager, Performance Audit and Best Value and Simon Ebbett, Communications Manager

Michelle Borland introduced the Our Purpose - values workshop report, copies of which were previously circulated.

During discussion, Executive Team agreed that a leadership commitment to this work was imperative but that the development of the values needed to be collaborative across the whole of the organisation as well as external partners.

Executive Team noted the potential to present the workshop at the People Focus Group. It was advised the process behind embedding these values into the organisation's culture and practice would be important to success.

Following discussion, Executive Team agreed the delivery of workshops to develop these values across the organisation would be beneficial.

Michelle Borland, Simon Ebbett and Katherine Sibbald left the meeting.

7. Covid update

Martin walker provided a verbal update on the current Covid situation based on the weekly update report linked to the agenda.

Executive Team noted reports of flu season arriving early and having an adverse impact on children. It was agreed this would be monitored as winter approaches.

8. Draft Board agenda: 23 November 2022

Executive Team noted the proposed agenda for the meeting of 23 November 2022.

9. Draft Executive Team agenda: 08 November 2022

Executive Team reviewed the proposed agenda for the meeting of 08 November 2022.

10. Any other business

Martin Walker advised REMCO papers would be issued to Executive Team via correspondence.

11. Review of meeting

Executive Team reflected on the meeting and looked forward to the session next week.

12. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Equality Impact Assessment – Audit Appointments
- Our Purpose - Values Workshop
- Review of risk register

13. Date of next meeting: 8 November 2022

The next meeting of Executive Team will take place on 8 November 2022.

Minutes

Executive Team



Tuesday 8 November 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Stephen Boyle
Kenny Oliver
John Cornett
Vicki Bibby
Antony Clark
Jack Nixon (Minutes)

Apologies:

There were no apologies.

In attendance:

Martin Walker
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer
Simon Ebbett, Communications Manager
Stuart Dennis, Corporate Finance Manager
Carolyn McLeod, Audit Director, Performance Audit and Best Value
Jillian Matthew, Senior Manager, Performance Audit and Best Value
Joanna Mansell, Communications Advisor

1. Minutes of meeting on 1 November 2022

The draft minute dated 1 November 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to minor amendment.

2. Q2 Performance Report

Gayle Fitzpatrick, Corporate Governance Manager and Ian Metcalfe, Corporate Performance Officer joined the meeting.

Gayle and Ian introduced the Q2 Performance Report, copies of which had been previously circulated.

The Executive Team was invited to:

- review the performance in quarter two
- discuss the performance in relation to audit delivery and whether additional action may be required

- consider whether any additional management action is required in any other areas.

Executive team discussed the challenges around audit delivery at pre-pandemic targets and advised there is several factors affecting this. Executive Team advised a further discussion is required around supporting ASG to alleviate audit delivery delays. It was agreed some collaboration from PRMG with PABV and I&Q would be well received.

Executive Team agreed the report should reflect the changes requested by the Board at the September Board meeting. It was agreed these some changes would be implemented for the November Board meeting with additional changes for the January Board meeting to link in with the Corporate Plan. Executive Team advised the requirement to be explicit about this for the November Board meeting.

Following discussion, Executive Team advised it would be advantageous to have earlier sight on the Q3 Performance report to see PRMG proposed changes ahead of time.

Action – Gayle Fitzpatrick, Martin Walker and Vicki Bibby to partially reform report ahead of Audit Scotland Board to incorporate some of the previous Board recommendations.

Action – John Cornett to provide Gayle Fitzpatrick with a series of current actions to be inputted into account around ASG and audit delivery.

Action - John and Kenny to bring a paper back to ET regarding delays in audit delivery.

Gayle Fitzpatrick and Ian Metcalfe left the meeting.

3. 2023 Conference Paper

Simon Ebbett, Communications Manager and Kirsty Gibbins, Communications Advisor joined the meeting.

Simon and Kirsty introduced the 2023 Conference paper, copies of which had been previously circulated.

The Executive Team was invited to:

- note progress to date in organising the staff conference, including appointing external support and identifying a venue
- discuss the theme, structure and objectives of the conference, and provide direction to the conference team on these matters.

During discussion, Executive Team reaffirmed its full support and excitement for the conference in spring 2023. It was agreed the aim of the conference should be to motivate and inspire teams across the organisation and Executive Team members should contribute to this.

Following discussion, Executive Team was supportive of the progress around the structure of the day and anticipate further updates prior to Christmas.

Action - Simon Ebbett and Vicki Bibby to meet to discuss conference details and engagement with external consultant.

Simon Ebbett and Kirsty Gibbins left the meeting.

4. Confidential Item

This item is the subject of a separate confidential minute.

5. Internal communications on equality and human rights

Carolyn McLeod, Audit Director, Performance Audit and Best Value, Jillian Matthew, Senior Manager, Performance Audit and Best Value and Joanna Mansell, Communications Advisor joined the meeting.

Carolyn, Jillian and Joanna introduced Internal communications on equality and human rights, copies of which had been previously circulated.

Executive Team is invited to:

- note the themes and approach set out in the communications plan
- consider proposals for ET involvement in awareness raising in relation to equalities and human rights.

During discussion, Executive Team Executive Team thanked colleagues for the continued leadership and communications and reaffirmed their commitment and full support in conveying this message across the entire organisation.

Following discussion, it was recognised that to some extent this work is potentially subconsciously already being carried out in existing audit work. Executive Team agreed that further progress in raising the awareness around equalities and human rights through internal communications and education/training would be beneficial and welcomed the plan outlined. Executive Team agreed to be led by the Audit Team regarding Executive involvement.

Jillian Matthew and Joanna Mansell left the meeting

6. Audit Climate Change: Draft Strategy

Carolyn McLeod introduced Audit Climate Change: Draft Strategy, copies of which had been previously circulated.

Executive Team colleagues are invited to:

- Comment on the content of the draft strategy
- Agree to it being issued in Audit Scotland's name
- Approve its publication internally and externally (subject to addressing ET comments)

Executive Team thanked Carolyn for the update and confirmed its purpose to hold public bodies to account over climate change spending. Carolyn advised that the climate change

team have fashioned working relationships with other UK Audit agencies to help inform the current strategy.

During discussion, Executive Team advised it was satisfied with the content of the draft strategy, advised of some minor amendments and acknowledged the document would require adaptation as the external environment around climate change evolves.

Following discussion Executive Team approved the draft strategy, subject to amendments discussed. A final draft would be shared with Antony Clark prior to publication.

Carolyn McLeod left the meeting.

7. Covid update

Martin Walker provided Executive Team with an update on Covid-19. It was confirmed COVID-19 cases had remained relatively steady with Audit Scotland having one sickness at present.

8. Draft Accounts Commission agendas: 25 November 2022

Executive Team noted the proposed agenda for the meetings of 25 November 2022.

9. Draft Strategy Improvement Programme Board agenda: 15 November 2022

Executive Team noted the proposed agenda for the meeting of 15 November 2022.

10. Draft Executive Team agenda: 29 November 2022

Executive Team reviewed and approved the proposed agenda for the meeting of 29 November 2022.

It was advised an agenda item should be added relating to preparation for the SCPA submission.

Action – Preparation for SCPA meeting to be added to agenda.

11. 2022 Executive Team Planner and Action Tracker

Executive Team reviewed the 2022 Executive Team Planner and Action Tracker.

12. Any other business

Executive Team discussed any further business

Vicki Bibby confirmed the arrangement for the Coronation of King Charles III next year and the associated bank holiday and Audit Scotland Christmas staff lunches.

13. Review of meeting

Executive Team reflected on the meeting and welcomed the time spent on the Q2 performance report, as it is anticipated to be an area of focus for the upcoming Audit Scotland Board meeting.

14. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Climate Change
- Equalities and Human Rights
- Audit Scotland Staff Conference

15. Date of next meeting: 29 November 2022

The next meeting of Executive Team will take place on 29 November 2022.

Minutes

Executive Team



Tuesday 29 November 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Stephen Boyle
Kenny Oliver
John Cornett
Vicki Bibby
Antony Clark
Jack Nixon (Minutes)

Apologies:

There were no apologies.

In attendance:

Paul O'Brien, Senior Manager, Performance Audit and Best Value
Susan Burgess, HR Assistant Manager, Human Resources, Corporate Services Group
David Loudon, Senior HR Advisor, Human Resources, Corporate Services Group
Michelle Borland, Business Manager, Performance Audit and Best Value

1. Minutes of meeting on 8 November 2022

The draft minute dated 8 November 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to minor amendments.

2. Counter fraud leadership in Audit Scotland

Paul O'Brien, Senior Manager, Performance Audit and Best Value joined the meeting.

Paul introduced the Counter fraud leadership in Audit Scotland report, copies of which had been previously circulated.

The Executive Team was invited to:

- Note Audit Scotland's role in counter-fraud (set out at paragraphs 6 and 7).
- Consider their preferred arrangements for leading our counter-fraud activities (options discussed at paragraphs 8 to 12).
- Consider their preferred arrangements for managing the delivery of future National Fraud Initiative (NFI) exercises (options discussed at paragraphs 13 to 20 and analysed at Appendix 2).

During discussion, Executive Team noted the current position. Paul O'Brien provided an update on future options for Counter Fraud leadership across Audit Scotland and management of the National Fraud Initiative (NFI). Executive Team supported the proposal to adopt a 'one-organisation' approach to these matters involving strategic leadership through the innovation and Quality business group with operational support from both ASG and PABV.

Following discussion, Executive Team approved the paper and requested an update paper in six months tracking the progress of the new counter fraud arrangements.

Executive Team agreed this an important area and advised it was comfortable with the proposal and the strategic leadership sitting with I&Q. It was confirmed the proposed structure is cost neutral, and a full transitional period would be applicable for business continuity. Key individuals have been identified for the NFI role and will be approached in due course and followed by a shadowing period.

Action – Paul O'Brien to provide update paper in six months on counter fraud arrangements and its progress.

Paul O'Brien left the meeting.

3. Q2 People data

Susan Burgess, HR Assistant Manager, Human Resources, Corporate Services Group and David Loudon, Senior HR Advisor, Human Resources, Corporate Services Group joined the meeting.

Susan and David introduced the Q2 People data paper, copies of which had been previously circulated.

The Executive Team was invited to:

- Note the KPI data and trends for Q2.
- Discuss options for future reporting and the sequencing of this in line with our other internal reporting mechanisms.
- Confirm expectations for the future management of flexi time data.
- Confirm any additional information that they would like to see included in future reporting to the Executive Team - subject to feasibility.

During discussion, Executive Team welcomed the report which is also viewed by the People Focus Group. Executive Team reaffirmed its commitment to staff wellbeing as it recognised Audit Scotland's biggest asset is its staff. The structure and presentation of the report were well-received, especially the use of infographics.

It was agreed the report should be presented at Executive Team on a quarterly basis. It was agreed it would be beneficial to have a longer-term comparison to track any trends.

Executive team discussed the completion figures relating to 3Ds. It was agreed that ASG & PABV would liaise with HR on the figures.

Following discussion, Executive Team requested for the report to be expanded to cover some additional metrics and KPIs, particularly annual leave and flexi time balances, equalities data, current vacancy data and development training versus mandatory training. It was agreed an updated report would be presented in January.

Action – Follow up message to be distributed from Executive Directors around 3D completion to business groups.

Action – Susan Burgess and David Loudon to return to Executive Team in January with an updated report, incorporating the changes discussed.

Susan and David left the meeting.

4. Board update – verbal update

Vicky Bibby provided a verbal update from the November Audit Scotland Board meeting

During discussion, Executive Team agreed the performance report requires some revision ahead of the next Board meeting to ensure the changes sought by the Board are incorporated. Vicki advised the Board are to hold a development session on 24 January focusing on Audit Scotland performance reporting, with Executive Team members in attendance.

It was advised the Audit Scotland Board were supportive of the 2023/2024 budget proposal and confirmed it should be communicated to the SCPA that Audit Scotland is maximising resources and looking at efficiencies across the organisation. It was also confirmed the Board are supportive of the proposals to apply additional charges to audits, where the client is the cause of the delay.

Following discussion, Executive Team noted the verbal update.

Action – Additional agenda item for 06/12 Executive Team regarding performance reporting. Gayle Fitzpatrick, Ian Metcalfe, Michelle Borland, and Katherine Sibbald to attend.

Action – Timetable of reports/action plans detailing when there will be progress (Kenny Oliver)

5. PIAS – External Stakeholders

Michelle Borland, Business Manager, Performance Audit and Best Value joined the meeting.

Michelle introduced the PAiS – External Stakeholders papers, copies of which had been previously circulated.

During discussion, Executive Team agreed the timetable to contact stakeholders to inform them consultants would be in touch in early 2023.

It was confirmed that any parliamentary and SCPA engagement would be done internally due to being out of scope for the consultants. Michelle confirmed she is liaising for a slot with SCPA and Vicki Bibby to assist with this.

Executive advised on potential additional scrutiny partners to be included and advised on contacts. Executive Team agreed that it would be more beneficial to have 11 follow up interviews rather than the group workshop planned and accepted this may have an impact on the timeline.

Following discussion, Executive Team approved subject to the amendments discussed.

Action – Vicki Bibby to liaise with SCPA to assist Michelle getting a time for engagement

Action – Michelle Borland to replace group workshop with follow up semi-structured interviews.

Michelle Borland left the meeting.

6. Draft Executive Team agenda: 06 December 2022

Executive Team reviewed and approved the proposed agenda for the meeting of 06 December 2022.

It was advised an agenda item should be added relating performance reporting for next week.

7. 2022 Executive Team Planner and Action Tracker

Executive Team reviewed the 2022 Executive Team Planner and Action Tracker.

8. Any other business

Executive Team discussed any further business.

9. Review of meeting

Executive Team reflected on the meeting.

10. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Counter fraud leadership in Audit Scotland
- Q2 People data
- PAiS – External Stakeholder engagement

11. Date of next meeting: 6 December 2022

The next meeting of Executive Team will take place on 6 December 2022.

Minutes

Executive Team

Tuesday 6 December 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Martin Walker
Stephen Boyle
Kenny Oliver
John Cornett
Vicki Bibby
Antony Clark
Jack Nixon (Minutes)

Apologies:

There were no apologies.

In attendance:

Jonny Steen, Audit Manager, Audit Services
Owen Smith, Senior Manager, Audit Quality and Appointments
John Gilchrist, Manager, Audit Quality and Appointments
John Boyd, Audit Director, Audit Services
Gayle Fitzpatrick, Corporate Governance Manager
Ian Metcalfe, Corporate Performance Officer
Sara Tait, Corporate Support Officer
Kathrine Sibbald, Senior Manager, Performance Audit and Best Value
Michelle Borland, Business Manager, Performance Audit and Best Value
Martin McLauchlan, Policy Manager, Performance Audit and Best Value

1. Minutes of meeting on 29 November 2022

The draft minute dated 29 November 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to minor amendment.

2. 2022/23 statutory audit fees correspondence

Vicki Bibby introduced 2022/23 statutory audit fees correspondence, copies of which had been previously circulated.

The Executive Team was invited to:

- Recommend any final amendments to the fee letter before approving the issue to audited bodies.
- Discuss and agree the signatory on the fee letter (e.g. Board, COO).

During discussion, Executive Team advised of some minor amendments and agreed it would be beneficial for the letter to come from Vicky Bibby (COO) of Audit Scotland in the first instance.

Following discussion, Executive Team agreed for Vicki Bibby and John Cornett to liaise offline and circulate an updated version via correspondence.

Stuart Dennis left the meeting.

3. ISQM implementation

Jonny Steen, Audit Manager, Audit Services joined the meeting.

Jonny introduced ISQM implementation, copies of which had been previously circulated.

The Executive Team was invited to consider the ongoing ISQM programme of work and approve the leadership and monitoring responsibilities noted.

During discussion, Executive Team thanked Jonny Steen for the paper and noted the significant progress since the previous update. Executive Team advised it would be beneficial for some further information around the ownership and discharging of the responsibilities of the leadership roles outlined in the paper.

Executive Team advised it would be advantageous to evaluate the training around ISQM to Executive Team members.

Following discussion, Executive Team agreed the paper in principle, subject to some further information around the leadership roles and training on ISQM.

Action – Jonny Steen to bring paper back to Executive Team focusing on the leadership roles and the roles and responsibilities.

Action – Further training on ISQM to be provided to Executive Team members.

Jonny Steen left the meeting.

4. Audit appointment to Scottish Futures Trust Ltd 2022/23

John Gilchrist, Manager, Audit Quality and Appointments.

Elaine, Owen, John and Parminder introduced Audit appointment to Scottish Futures Trust Ltd 2022/23, copies of which had been previously circulated.

Executive Team was invited to consider and comment on AQA's proposals for the Auditor General for Scotland to directly appoint Grant Thornton to Scottish Futures Trust Ltd.

During discussion, Executive Team reviewed the options available and advised it would be beneficial to see the expected/fee for the audit.

Following discussion, Executive Team approved AQA's proposals for the Auditor General for Scotland to directly appoint Grant Thornton to Scottish Futures Trust Ltd.

Elaine Boyd, Owen Smith, John Gilchrist and Parminder Singh left the meeting.

5. Hotlist of audit issues and Statutory report log

John Boyd, Audit Director, Audit Services joined the meeting.

John Boyd introduced the Hotlist of audit issues and Statutory report log, copies of which had been previously circulated.

Executive Team was invited to agree any action that is needed in response to the issues identified and the material presented.

During discussion, Executive Team advised it satisfied with the items on the hotlist. Further discussion focused on NHS Forth Valley and any potential audit risk following recent developments.

Following discussion, Executive Team agreed the hotlist was accurate and John Cornett & Kenny Oliver are to discuss the potential audit risk around the NHS Forth Valley audit offline and feedback.

Action – John Cornett and Kenny Oliver to discuss potential audit risk around NHS Forth Valley.

John Boyd left the meeting.

6. Performance reporting

Gayle Fitzpatrick, Corporate Governance Manager, Ian Metcalfe, Corporate Performance Officer, Sara Tait, Corporate Support Officer, Kathrine Sibbald, Senior Manager, Performance Audit and Best Value, and Michelle Borland, Business Manager, Performance Audit and Best Value joined the meeting.

Gayle, Ian, Sara, Kathrine and Michelle introduced the Performance reporting discussion item.

Colleagues were invited to:

- Discuss the further development of performance reporting following feedback from the Audit Scotland Board.

During discussion, Executive Team were advised colleagues are liaising with the other UK audit agencies and external firms to compare and benchmark Audit Scotland's reporting. It was advised there were some apparent areas of improvement that could be made.

The discussion focused on what should be reported and how it should be presented ahead of the Board development session in January 2023. Gayle advised Executive team that PRMG subgroup were meeting with representatives from all business groups to discuss presentation issues.

Following discussion, Executive Team agreed the reporting must be consistent, clear and accessible. Executive Team agreed for Vicki and Gayle to schedule a meeting after the PRMG meeting to discuss progress.

Gayle Fitzpatrick, Ian Metcalfe, Sara Tait, Kathrine Sibbald and Michelle Borland left the meeting.

7. Extension to interim hybrid Commission meeting livestreaming arrangements

Martin McLauchlan, Policy Manager, Performance Audit and Best Value joined the meeting.

Martin introduced Extension to interim hybrid Commission meeting livestreaming arrangements, copies of which had been previously circulated.

Executive Team was invited to:

- Agree a further extension of the current arrangements with Precise Events to cover the three-month period from January to March 2023 to allow sufficient time for the procurement process to take place.

Executive Team was asked to consider the benefits of interim arrangements being extended to allow for further scoping of requirements prior to longer-term arrangements being procured, including a fuller assessment of the value for money of different options.

During discussion, Executive Team advised it was satisfied the extension would allow further scoping of requirements and allow an evaluation on value for money.

Following discussion, Executive Team approved the recommendations.

8. Accounts Commission business

Executive Team reviewed the proposed agenda for the meetings of 12 January 2023. Martin McLauchlan agreed that several items would be discussed elsewhere and advised he would remove them from the January Agenda.

Martin McLauchlan left the meeting.

9. Covid update

Martin Walker provided Executive Team with an update on Covid-19.

It was advised 2 colleagues were absent in the previous week with Covid related illnesses. Further it was advised that national figures had increased slightly.

Action – Martin Walker to expand the current report to provide to cover some additional metrics and KPIs (Jan 2023)

10. Draft Executive Team agenda: 13 December 2022

Executive Team reviewed the proposed agenda for the meeting of 13 December 2022.

11. 2022 Executive Team Planner and Action Tracker

Executive Team reviewed the 2022 Executive Team Planner and Action Tracker.

12. Communications digest

The Communications digest was circulated to be considered by correspondence.

13. Any other business

Executive Team discussed any further business

- Executive Team discussed a potential ethical conflict concerning an ongoing piece of performance audit work arising from a senior member of staff leaving Audit Scotland to take up employment at a senior level with a public bodies which is subject to audit by the Auditor General for Scotland. It was agreed that the Executive Director of PABV would take this matter forward in consultation with Audit Scotland's compliance partner (the Executive Director of I&Q).
- Update on Action – Timetable of reports/action plans detailing when there will be progress from 29/11/2022.

Kenny Oliver provided an update around the above action. It was agreed there would be verbal updates provided quarterly to Executive Team with a further, more substantive report set out against current action plans to track progress.

14. Review of meeting

Executive Team reflected on the meeting.

15. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication:

- Hotlist
- Performance reporting
- COVID 19

16. Date of next meeting: 13 December 2022

The next meeting of Executive Team will take place on 13 December 2022.

Minutes

Executive Team



Tuesday 13 December 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Martin Walker
Stephen Boyle
Kenny Oliver
John Cornett
Vicki Bibby
Antony Clark
Jack Nixon (Minutes)

Apologies:

There were no apologies.

In attendance:

Stuart Dennis, Corporate Finance Manager, Corporate Services
Gordon Robertson, L&D Assistant Manager, Human Resources, Corporate Services
Susan Burgess, HR Assistant Manager, Human Resources, Corporate Services
David Loudon, Senior HR Manager, Human Resources, Corporate Services
Gemma Diamond, Audit Director, Performance Audit and Best Value
Michelle Borland, Business Manager, Performance Audit and Best Value

1. Minutes of meeting on 6 December 2022

The draft minute dated 6 November 2022 was considered. Executive Team agreed that this were an accurate record of the meeting subject to minor amendment.

2. 2022/23 Updated financial forecast

Stuart Dennis, Corporate Finance Manager, Corporate Services joined the meeting.

Stuart introduced the 2022/23 Updated financial forecast, copies of which had been previously circulated.

The Executive Team was invited to:

- Note the financial forecast for the 12 months to March 2023.
- Note the areas of risk and range of potential outcomes.

During discussion, Executive Team thanked Stuart Dennis for the thorough paper which sets out the updated financial position and highlighted biggest area of risk to income from

annual audit work is work in progress. It was agreed the focus is on getting audit delivery back on track to assist in managing the income risk effectively.

Following discussion, Executive Team agreed the risk associated with income was inherent and requires to be managed as it cannot be eradicated. Further it was agreed John Cornett and Stuart Dennis would do some further sensitivity analysis offline on fee income.

3. 2023 Engagement surveys

Gordon Robertson, L&D Assistant Manager, Human Resources, Corporate Services joined the meeting.

Gordon introduced the 2023 Engagement surveys paper, copies of which had been previously circulated.

The Executive Team was invited to:

- Agree the plan for surveys outlined in Appendix 1 (page 4).
- Agree the option to run the next Best Companies survey in February 2023. The development of the survey questions will include specific questions related to the One Organisation Working group. These questions will be validated by Best Companies.
- Agree that we do an additional Best Companies Index (BCI) Survey consisting of 25 questions, in September 2023. This is included in our current investment. This gives us the possibility to improve our star rating from the February survey.
- Agree the timeline in Appendix 2 (page 5) for the communication of the Best Companies survey.

During discussion, Executive Team welcomed the opportunity to see the sequencing of the planned surveys for 2023 and advised it would be beneficial for this to be communicated to colleagues across the organisation.

Executive Team discussed the key benefits of the Best Companies Index (BCI) Survey and how the data gathered can be utilised further to provide added value. It was agreed the HSE Stress Survey & Best Companies Index (BCI) Survey should be repeated to allow for direct comparisons between 2022 results. Further it was advised that there could be an opportunity to broaden the Audit Quality Survey to include colleagues from PABV, as well as ASG.

Following discussion, Executive Team approved the proposed plan for surveys outlined. Further, it was agreed that the Best Companies Index (BCI) Survey would run for another year before reviewing for 2024.

Gordon Robertson left the meeting.

4. Confidential Item

This item is subject to a separate confidential minute.

5. Firms' engagement (discussion item)

Gemma Diamond, Audit Director, Performance Audit and Best Value joined the meeting.

Vicky Bibby and Gemma Diamond introduced the Firms' engagement discussion item.

During discussion, Executive Team agreed the potential benefit of being more strategic around firm engagement and how this could be utilised by sharing their insights into the wider audit profession. It was agreed increased interaction with firms post-procurement could yield benefits for Audit Scotland.

Executive Team agreed Partner Meetings are essential moving forward and key to how Audit Scotland manages relationships with stakeholders. It was agreed further discussion around where the leadership of client relationship management should be, with I & Q being suggested. Executive Team agreed this should potentially be a whole organisation approach and John Cornett and the team agreed to discuss offline in relation to ASGMT.

Following discussion, Executive Team agreed to continue the discussion into early 2023.

Action – Paper to be presented in early 2023 on firm engagement (John Cornett, Gemma Diamond and Elaine Boyd)

6. Dynamic work programme: Equality impact assessment and strategic review

Michelle Borland, Business Manager, Performance Audit and Best Value, joined the meeting.

Michelle and Gemma introduced Dynamic work programme: Equality impact assessment and strategic review, copies of which were previously circulated.

The Executive Team was invited to:

- Agree the final version of the EIA on the dynamic work programme, noting that it will be published on the Audit Scotland website in line with equalities legislation.
- Discuss and feedback on the emerging findings from the work programme strategic review, noting how we intend to consult on the proposals and the connection to the refresh of Public Audit in Scotland (PAIS) and Audit Scotland's new corporate plan. Questions to frame the discussion are on slide 12 of appendix two.

During discussion, Executive Team thanked the team for the detailed report and agreed it was appropriate for discussion as it linked in with discussions on PAiS and the corporate plan. It was noted that the first year of the new audit appointments provides Audit Scotland with an opportunity to gather useful intelligence on the financial sustainability of public bodies and the organisational and performance challenges they are facing as a consequence of the Covid-19 pandemic and more recent cost of living crisis

Executive Team sought assurance that the EIA action plan was sufficiently future proofed to allow for any potential staffing changes in Audit Scotland

Following discussion, Executive Team welcomed the agility of the Dynamic Work Programme. Further Executive Team approved the final version of the EIA, subject to amendments discussed.

Michelle and Gemma left the meeting.

7. Covid update

Martin Walker provided Executive Team with an update on Covid-19.

Martin advised that the national statistics have showed slight variation and would continue to be monitored as winter progresses.

8. Draft Executive Team agenda: 20 December 2022

Executive Team reviewed the proposed agenda for the meeting of 20 December 2022.

It was agreed and item should be added:

- Audit Scotland Staff Conference 2023 proposed agenda

9. 2022 Executive Team Planner and Action Tracker

Executive Team reviewed the 2022 Executive Team Planner and Action Tracker.

10. Communications digest

The Communications digest was circulated to be considered by correspondence.

11. Any other business

Executive Team discussed any further business.

12. Review of meeting

Executive Team reflected on the meeting.

13. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication would be replaced with Christmas communications.

14. Date of next meeting: 20 December 2022

The next meeting of Executive Team will take place on 20 December 2022.

Minutes

Executive Team



Tuesday 20 December 2022, 10.00am
Hybrid Meeting (EH6 and TEAMS)

Present:

Martin Walker
Stephen Boyle
Kenny Oliver
John Cornett
Vicki Bibby
Antony Clark
Jack Nixon (Minutes)

Apologies:

There were no apologies.

In attendance:

Gemma Diamond, Audit Director, Performance Audit and Best Value
Nicola Constable, Executive Officer
Michelle Borland, Business Manager, Performance Audit and Best Value
Simon Ebbett, Communications Manager
Kathrine Sibbald, Senior Manager, Performance Audit and Best Value
Clare Moore, Business Jigsaw Team
Karen Fitzsimons, Business Jigsaw Team

1. Minutes of meeting on 13 December 2022

The draft minute dated 13 December 2022 was considered. Executive Team agreed that these were an accurate record of the meeting subject to minor amendments.

It was noted that the I&Q role profiles were approved via correspondence.

2. Parliament Engagement update

Gemma Diamond, Audit Director, Performance Audit and Best Value and Nicola Constable, Executive Officer joined the meeting.

Gemma and Nicola introduced the Parliament Engagement update, copies of which had been previously circulated.

The Executive Team was invited to note the update on progress with parliamentary engagement.

During discussion, Executive Team thanked colleagues for the increased engagement across the Parliament and for managing the relationship with stakeholders. Executive Team welcomed meetings with the SCPA and the Scottish Government Permanent Secretary.

Executive Team agreed the paper highlights the support Audit Scotland is providing to the Accounts Commission to assist with increasing its profile in line with the Accounts Commission Change Programme. It was suggested that it might be useful to highlight this increased Accounts Commission parliamentary activity when next updating the Commission on its wider external engagement work.

Additionally, it was agreed the recent MSP Survey results would be considered by ET at their January meeting and should be presented to a future Audit Scotland Board meeting. Vicki Bibby advised that this is being taken forward and whilst ET will review the results in the January, the Board will receive a wider engagement paper in April which will include the survey results.

Following discussion, Executive Team noted the report and looked forward to recent MSP Survey results at their meeting in January.

Gemma Diamond and Nicola Constable left the meeting.

3. Public Audit in Scotland: Consultation plans

Michelle Borland, Business Manager, Performance Audit and Best Value, Simon Ebbett, Communications Manager, Kathrine Sibbald, Senior Manager, Performance Audit and Best Value, Clare Moore, Business Jigsaw Team, Karen Fitzsimons, Business Jigsaw Team joined the meeting.

Michelle, Simon, Kathrine, Clare and Karen introduced Public Audit in Scotland: Consultation plans, copies of which had been previously circulated.

The Executive Team was invited to

- Discuss the findings from internal conversations about PAIS to date and the emerging themes for consultation, summarised in appendix one.
- Agree the internal and external consultation questionnaires, included in appendix two.

During discussion, Executive Team thanked the team and external consultants for the progress so far and offered further refinements around some of the wording for the internal and external questionnaires. Additionally, it was agreed some further work is required around the wording of the draft outcomes and further clarity over how Audit Scotland would measure and report on these outcomes.

Following discussion, Executive Team agreed for Vicki Bibby and Michelle Borland to confirm the list of Audited Bodies used for semi structured discussions.

Michelle Borland, Kathrine Sibbald, Clare Moore and Karen Fitzsimons left the meeting.

4. Audit Scotland staff conference 2023 update

Simon Ebbett introduced Audit Scotland staff conference 2023 update, copies of which had been previously circulated.

Executive Team was invited to note the structure and content, and the venue confirmation.

During discussion, Executive Team advised of some minor amendments to the structure of the day. It was agreed the day should commence with a 9am start. Additionally, it was agreed some colleague involvement should be incorporated into some plenaries, including Graduates, Leadership Group, Accounts Commission members and non-executive members of the Audit Scotland Board.

Executive Team advised of some potential speakers for the conference and agreed for Simon to contact them.

Following discussion, Executive Team noted the report and Simon agreed to incorporate the suggested amendments.

Simon Ebbett left the meeting.

5. Confidential Item

This item is subject to a separate confidential minute.

6. Covid update

Martin Walker provided Executive Team with an update on Covid-19.

Martin walker advised the national statistics continued to move in the wrong direction. A verbal update was provided on the Q3 desk booking statistics and the recent pulse survey.

7. Draft Executive Team agenda: 10 January 2023

Executive Team reviewed the proposed agenda for the meeting of 10 January 2023.

8. 2023 Executive Team Planner and Action Tracker

Executive Team reviewed the 2023 Executive Team Planner and Action Tracker. It was agreed a further detailed update would be provided in January on the tracker. Vicki Bibby invited everyone to update their actions on the tracker. This would be considered at the 17th January meeting.

9. Any other business

Executive Team discussed any further business.

1. Stephen Boyle advised colleagues of increased interaction between the Scottish Government Executive Team and Audit Scotland Executive Team following a meeting with the Permanent Secretary in November - specifically of a future meeting in January 2023 which Executive Team colleagues agreed to attend the session.
2. Vicki Bibby provided colleagues with an update on the recent budget proposal submitted to the SCPA. It was agreed the response to the SCPA's queries would be issued today and Vicki would inform Executive Team colleagues of any further updates,

10. Review of meeting

Executive Team reflected on the meeting

11. Management Team Communications

Executive Team reflected on the discussions during the meeting and agreed on the key highlights for internal communication. It was agreed no communications would be released this week.

12. Date of next meeting: 10 January 2023

The next meeting of Executive Team will take place on 10 January 2023.