



## **MINUTES OF MANAGEMENT TEAM MEETINGS**

**2014**

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 14 JANUARY 2014  
IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET EDINBURGH.**

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

Apologies: None

In attendance: James Gillies and Shirley James joined the meeting for *items 2 and 3*  
David McConnell and Laurence Slavin joined the meeting for *items 4 and 5*  
David Hanlon and Jennifer Summers joined the meeting for *item 10*  
Brian Howarth joined the meeting for *item 13*  
David Blattman and Charlotte Allan joined the meeting for *items 14, 15 and 16*

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 17 December 2013, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Comms Digest</b>		
	<p><b>James Gillies and Shirley Evans joined the meeting.</b></p> <p>James Gillies introduced Shirley Evans, Web Officer to Management Team.</p> <p>James introduced the Comms Digest for January and highlighted the main focus from press and parliamentary coverage of Audit Scotland's work.</p> <p>Management Team discussed the themes and opportunities emerging from the Scotland Act and the need to keep staff informed. Lynn Bradley referred to a forthcoming Robert Chotes session which she would advertise. Russell Frith will host a Knowledge Café on the Scotland Act.</p> <p>Management Team also noted ongoing cases of whistleblowing and Fraser McKinlay agreed to come back to Management Team on the wider implications of this issue.</p>	<p><b>LB</b></p> <p><b>RF</b></p> <p><b>FMcK</b></p>	<p><b>January 2014</b></p> <p><b>February 2014</b></p> <p><b>February 2014</b></p>
<b>3.</b>	<b>Web Review</b>		
	<p>James Gillies and Shirley James introduced a report on the proposed digital strategy, which had previously been circulated.</p> <p>James invited the Management Team to consider the proposals for re-designing Audit Scotland's website. Shirley Evans provided detail around the functionality being sought to make it fit for the future in line with best practice, mobile devices, secure sharing and better search facility. James</p>		

	<p>confirmed that budget provision has been made for the work in the 2014/15 budget.</p> <p>Management Team discussed the proposal and approved the short term improvements required to the current website. Management Team further agreed James would set up a project team to oversee the re-design of Audit Scotland's website and to initiate the tendering process.</p> <p><b>James Gillies and Shirley James left the meeting.</b></p>		
<b>4.</b>	<b>Working with Other Countries</b>		
	<p><b>David McConnell and Laurence Slavin joined the meeting.</b></p> <p>David McConnell presented the paper Working with Other Countries – 2013-2015 Strategy, which had previously been circulated.</p> <p>Management Team were invited to consider a number of changes to refresh our International Strategy.</p> <p>Management Team discussed the proposals in detail and identified a number of areas which required to be developed further.</p> <p>Management Team requested David and Laurence broaden the strategy review to take into account staff development and opportunities to develop our own expertise and develop our strategy around our objective of delivering World Class Audit.</p>	<b>DMcC /LS</b>	<b>February 2014</b>
<b>5.</b>	<b>EURORAI</b>		
	<p>Laurence Slavin introduced the report on EURORAI Conference October 2014, which had previously been circulated.</p> <p>Management Team were invited to consider the planning arrangements and proposed objectives of the conference and to agree Audit Scotland would host the event in October 2014.</p> <p>Following discussion Management Team agreed Audit Scotland would host the EURORAI Conference.</p> <p>Management Team provided feedback on the proposals in relation to hosting a delegate event. Management Team also requested alternative dates be sought and requested further information on further options in relation to the proposed date of the conference, sourcing venues and the possibility of organising sponsors to showcase Scotland.</p> <p><b>David McConnell and Laurence Slavin left the meeting.</b></p>	<b>DMcC /LS</b>	<b>February 2014</b>
<b>6.</b>	<b>Internal Audits</b>		

	<p>Diane McGiffen introduced the report on internal audit work undertaken by BDO in connection with the 2013/14 programme of work, which has previously been circulated and included Performance Management Framework, Financial Planning and Cost of Audit.</p> <p>Management Team were invited to note the work which has been concluded in the period since October 2013.</p> <p>Management Team considered the reports and noted these would be presented to the Audit Committee at its next meeting.</p>		
<b>7.</b>	<b>Internal Audit Recommendations</b>		
	<p>Diane McGiffen introduced the progress report Internal Audit Recommendations, which had previously been circulated.</p> <p>Diane invited Management Team to note the progress on implementation of recommendations.</p> <p>Management Team noted the updated and agreed good progress had been made.</p>		
<b>8.</b>	<b>Biennial Review of Risk Management Policy</b>		
	<p>Lynn Bradley introduced the report on the reviewed Risk Management Policy and Strategy, which had previously been circulated.</p> <p>Lynn invited Management Team to note the few minor changes to the policy and welcomed any comments in advance of a further review later in the year.</p> <p>Management Team considered the update and noted this would be presented to the Audit Committee at its next meeting.</p>	<b>LB</b>	<b>October 2014</b>
<b>9.</b>	<b>Risk Register Update</b>		
	<p>Lynn Bradley introduced the Risk Register Update, which had previously been circulated.</p> <p>Lynn invited Management Team to review and agree revisions to the risk register in advance of its review at the next meeting of the Audit Committee.</p> <p>Management Team provided updates on each of the noted risks and highlighted a number of items which were incomplete or required additional actions under monitoring.</p> <p>Caroline Gardner introduced discussion of the risks around programme development activity. Fraser McKinlay agreed to present proposals on this to Management Team by the end of March.</p> <p>It was agreed to keep Risks 1, 2 and 9 under review during the next quarter and consider through Q4.</p> <p>Management Team noted the updated Risk Register would be</p>	<b>FMcK</b>	<b>March 2014</b>
		<b>LB</b>	<b>January 2014</b>

	presented to the Audit Committee at its next meeting.		
<b>10.</b>	<b>Provision of Legal Services</b>		
	<p><b><i>David Hanlon and Jennifer Summers joined the meeting.</i></b></p> <p>David Hanlon and Jennifer Summers introduced the report on the Provision of Legal Services, which had previously been circulated.</p> <p>Management Team were invited to review and comment on the retendering of legal services for Audit Scotland, the Auditor General and the Accounts Commission.</p> <p>Russell Frith commented the proposed timetable for submission and review of tenders seemed challenging.</p> <p>Following discussion Management Team approved the proposals and agreed Fraser McKinlay and Russell Frith would be part of the interview panel along with colleagues from HR and Finance.</p> <p><b><i>David Hanlon and Jennifer Summers left the meeting.</i></b></p>		
<b>11.</b>	<b>Records Management Update</b>		
	<p>Diane McGiffen introduced the report on the Records Management Plan, which had previously been circulated.</p> <p>Management Team were invited to note the Keeper of the Records evaluation of our records management plan for Audit Scotland, the Auditor General and the Accounts Commission.</p> <p>Management Team welcomed the report.</p>		
<b>12.</b>	<b>Information Security Policy – Amendment</b>		
	<p>Diane McGiffen introduced David Henning’s report on the proposed amendment to the Information Security Policy, which had previously been circulated.</p> <p>Management Team approved the amendment to the policy and recommended the changes in policy were communicated to staff.</p> <p>It was agreed that Lynn would arrange for dedicated responses on the operation of Touchdown on the mobile devices to be assessed by correspondence.</p>	<b>LB</b>	<b>January 2014</b>
<b>13.</b>	<b>Fit and Proper Form for 2014</b>		
	<p><b><i>Brian Howarth joined the meeting.</i></b></p> <p>Russell Frith introduced the process for completing the Fit and Proper Review for 2014 and invited Brian Howarth to provide a summary of the process which Audit Services has undertaken in previous years.</p>		

	<p>Brian Howarth advised the Management Team of the process he has adopted for the review of the Fit and Proper forms in Audit Services. He also provided guidance on issues that may arise and steps that follow in the event of a conflict arising.</p> <p>Management Team welcomed Brian's advice and following further discussion agreed to convene a meeting of the four compliance partners to review completed forms before the item returns to Management Team in March.</p>	RF	February & March 2014
14.	<b>PAD/Succession Planning Review</b>		
	<p><b><i>David Blattman and Charlotte Allan joined the meeting.</i></b></p> <p>David Blattman introduced the report on Performance Appraisal, Succession Planning and Talent Management Consultation, which had previously been circulated.</p> <p>As part of an organisation wide consultation, David invited the Management team to provide any feedback on Audit Scotland's current arrangements in advance of returning to Management Team in February to present recommendations and a project plan.</p> <p>The Management Team welcomed the opportunity to discuss how best to develop the current process and provided feedback and suggestions.</p> <p>David will present findings and recommendations to Management Team in February.</p>	DB	February 2014
17.	<b>Business Development Manager</b>		
	<p>Fraser McKinlay introduced the report on Business Management in PABV, which had previously been circulated.</p> <p>Fraser invited Management Team to consider the proposals to establish a new approach to business management in PABV and approve the establishment of a new Business Development Manager.</p> <p>Management Team invited Fraser to further develop the proposed role and structure with HR for further consideration in February.</p> <p><b>Fraser McKinlay left the meeting.</b></p>	FMcK	February 2014
15.	<b>Update on Pilotlight</b>		
	<p>David Blattman provided a verbal update on Pilotlight.</p> <p>Management Team queried our use of the Commonwealth Games Legacy logo and David agreed to consider how best to position this.</p> <p>David agreed to return to Management Team in February with his evaluation.</p>	DB	February 2014

<b>16.</b>	<b>PATH Scheme – Future Direction</b>		
	<p>David Blattman introduced the report on the future direction of the PATH Scheme.</p> <p>Management Team were invited to approve the changes in the way the scheme will operate after the conclusion of the PAD cycle in March 2014.</p> <p>After lengthy discussion, Management Team agreed that the question of how PATH would link in with Audit Scotland's PAD process and succession planning needed to be reviewed and agreed. Management Team therefore invited David to return in February with his recommendations.</p>	<b>DB</b>	<b>February 2014</b>
<b>18.</b>	<b>Strategic Issues</b>		
<b>18.1</b>	<b>Constitutional Change</b> There was no update.		
<b>18.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>19.</b>	<b>Proposed Agenda for meeting on 21 January</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting.</p> <p>Management Team discussed and agreed a couple of changes to the agenda.</p>		
<b>19.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are on:</p> <ul style="list-style-type: none"> <li>•</li> </ul>		
<b>20.</b>	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>- Internal Audit Review – ISO 27001</li> </ul> <p>Diane McGiffen introduced the Internal Audit Review of ISO 27001 report which was due to go to the next meeting of the Audit Committee. Management Team were invited to note the recommendation for removal of the ISO 27001 review from the 2013/14 internal audit plan.</p> <p>Management Team approved the deferral of the ISO 27001 review.</p> <ul style="list-style-type: none"> <li>- Correspondence update</li> </ul> <p>Management Team agreed the weekly update is helpful and agreed to pick up any points of interest under AOB going forward.</p>		
<b>15.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 21 January 2014.</b>		

	<b>Apologies: None</b> <i>Please give your apologies to Joy Webber (x1606)</i>		
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**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 28 JANUARY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET EDINBURGH.**

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

Apologies: None

In attendance: David Hanlon joined the meeting for *item 4*  
 David Blattman joined the meeting for *items 4, 5, 6 and 7*  
 Lynn Scott and Douglas Black joined the meeting for *item 5*

<b>1.</b>	<b>Minutes</b>		
	<p>The draft minutes dated 14 January 2014, which had been previously circulated, were approved as an accurate record.</p> <p>Matters arising from the minutes dated 14 January:-</p> <ul style="list-style-type: none"> <li>- Under item 1, Comms Digest, Lynn Bradley provided an update on the Robert Chotes session. This was to be a roundtable session and invitations were limited to two which had now been extended to Caroline Gardner and Diane McGiffen.</li> <li>- Under item 3, Web Review, Lynn Bradley clarified that the reference to the use of digital strategy and web strategy were one and the same.</li> <li>- Under item 8, Biennial Review of Risk Management Policy, Lynn Bradley confirmed the review date as October 2014.</li> </ul>		
<b>2.</b>	<b>Playback</b>		
	<p>Diane McGiffen reflected on the session with Jonathan Austin last week and welcomed feedback from Management Team on the key points for consideration.</p> <p>Following discussion, Management Team agreed the timeline for engaging with and communicating the outcomes with staff.</p>		
<b>3.</b>	<b>Expectations of Audit</b>		
	<p>Russell Frith introduced a report on the findings of the Expectations of Audit consultation with staff and the Firms, which had been previously circulated.</p> <p>Russell invited Management Team to consider and discuss the emerging themes from these interactions and how these may shape our future thinking around priorities.</p> <p>Following detailed discussion, Management Team noted the</p>		

	<p>themes coming through from both internal and external interactions.</p> <p>Russell advised Management Team an action plan is under development and the next step was to bring all strands of the survey together with recommendations to Management Team in March.</p>	<b>RF</b>	<b>March 2014</b>
<b>4.</b>	<b>2015/16 Budget Process and Timetable</b>		
	<p><b>David Hanlon and David Blattman joined the meeting.</b></p> <p>David Hanlon introduced a report on the process and timetable for adopting and preparing Audit Scotland's 2015/16 budget, which had been previously circulated.</p> <p>David invited Management Team to note the proposed timetable started in February with workforce planning.</p> <p>During discussion, Management Team suggested work on Q4 could be linked in with this work.</p> <p>Management Team welcomed the inclusion of workforce planning to the process. Management Team agreed the proposed timetable, noting that due consideration and planning required to be undertaken to ensure work continued throughout the summer period.</p> <p><b>David Hanlon left the meeting.</b></p>		
<b>5.</b>	<b>Healthy Working Lives Survey</b>		
	<p><b>Lynn Scott and Douglas Black joined the meeting.</b></p> <p>David Blattman introduced a report and slides on the Healthy Working Lives Survey Results, which had been previously circulated.</p> <p>David invited Management Team to note the results, consider the key themes emerging from the survey and agree next steps.</p> <p>Management Team noted the results and discussed the emerging themes. Management Team recognised the array of information and support available to staff and thanked the team for their continued work in this area.</p> <p>Following detailed discussion, Management Team noted the need for this work to remain as a priority and agreed the next steps for external engagement and communication to staff.</p> <p><b>Lynn Scott and Douglas Black left the meeting.</b></p>		
<b>6.</b>	<b>Business Development Manager</b>		
	Fraser McKinlay introduced the report on Business Management in PABV, which had previously been circulated.		

	<p>Fraser invited Management Team to note the updated proposals to establish a new approach to business management in PABV and approve the appointment of a new Business Development Manager. Management Team were invited to note the role and structure had been further developed with input from HR.</p> <p>Management Team noted the updated information and discussed in detail the remit of a new Business Development Manager. Management Team agreed the proposal in principle.</p>		
<b>7.</b>	<b>HR &amp; OD Resource - Learning &amp; Development Officer</b>		
	<p>David Blattman introduced a report on the HR &amp; OD Resource – Learning &amp; Development Officer, which had been previously circulated.</p> <p>David invited Management Team to consider the retention of the current fixed term Learning &amp; Development Officer on a permanent basis and approve the proposed funding arrangements for this post.</p> <p>Management Team discussed and agreed in principle the proposed retention of the Learning &amp; Development Officer. Management Team invited David to revisit the funding and return to Management Team with a further proposal.</p> <p><b>David Blattman left the meeting.</b></p>		
<b>8.</b>	<b>Strategic Issues</b>		
<b>8.1</b>	<b>Constitutional Change</b> There was no update.		
<b>8.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>9.</b>	<b>Proposed Agenda for meeting on 4 February</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting.</p> <p>Management Team discussed and agreed the addition of Revenue Scotland and Tax Powers Bill, Internal Audit Programme and Corporate Plans Timetable to the agenda for the meeting on 4 February 2014.</p>		
<b>10.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are on:</p> <ul style="list-style-type: none"> <li>• Expectations of Audit Scotland</li> <li>• Healthy Working Lives</li> <li>• Budget Timetable</li> </ul>		
<b>11.</b>	<b>AOB</b>		
	<p>- <b>ONS</b> Fraser McKinlay agreed to consider the process and</p>	<b>FMcK /RF</b>	<b>February 2014</b>

	proposals with Russell Frith before leading a future discussion.		
<b>12.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 4 February 2014.</b>  <b>Apologies: None</b> <i>Please give your apologies to Joy Webber (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 4 FEBRUARY 2014  
IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET EDINBURGH.**

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

Apologies: None

In attendance: Alex Devlin joined the meeting for *item 7*  
Sally Thompson, Project Manager, Performance Audit and Best Value joined the meeting for *item 12*

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 28 January 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
<b>12.</b>	<p><b>AOB</b></p> <p>- <b>Correspondence</b></p> <p><b>Sally Thompson, Project Manager, Performance Audit and Best Value, joined the meeting.</b></p> <p>MT discussed recent correspondence on Scotland's Future White Paper, which had previously been circulated.</p> <p>Fraser McKinlay provided an update on the work of the correspondence team and the appointed auditor to date on this matter. It was agreed that Fraser would draft a reply to Ken Macintosh MSP updating him on relevant audit work.</p>	<b>FMcK</b>	<b>February 2014</b>
<b>2.</b>	<b>Comms Digest and Team Brief</b>		
	<p>Diane McGiffen introduced the Communications Digest and Team Brief February preview report, copies of which had been previously circulated.</p> <p>Following discussion, Management Team noted the report.</p>		
<b>3.</b>	<b>New Arrangements for Programme Development in PABV</b>		
	<p>Fraser McKinlay introduced a report on the new arrangements for programme development in PABV, which had been previously circulated.</p> <p>Fraser invited Management Team to note the new approach to the programme development and outlined the links to the</p>		

	<p>development of Assistant Director roles.</p> <p>Management Team noted the new approach to programme development in PABV and welcome the early positive signs about liaison between ASG and PABV on portfolios.</p>		
<b>4.</b>	<b>Revenue Scotland and Tax Powers Bill</b>		
	<p>Russell Frith introduced a report on the Revenue Scotland and Tax Powers Bill, which had been previously circulated.</p> <p>Russell invited Management Team to consider the report and comment on the proposed response to the Public Audit Committee. Management Team were also invited to advise whether a separate response should be made to the Finance Committee.</p> <p>Management Team noted the report and, following discussion, agreed the proposed response to the Public Audit Committee and a separate response to the Finance Committee.</p>		
<b>5.</b>	<b>Corporate Priorities</b>		
	<p>Lynn Bradley introduced a report on the Corporate Priorities for 2014.</p> <p>Lynn invited Management Team to note the report and agree the timeline for publishing this once it has been shared with the Accounts Commission.</p> <p>Management Team noted the report and following discussion agreed the timeline for publishing the report.</p>		
<b>6.</b>	<b>Corporate Planning and Timetable</b>		
	<p>Lynn Bradley introduced the report on Corporate Planning Approach and Timetable, which had previously been circulated.</p> <p>Lynn invited Management Team to consider and approve the approach and timetable for producing our Corporate Plan for the period 2015 to 2018.</p> <p>Following discussion, Management Team agreed the approach in principle, but with further work required to communicate opportunities for staff involved and links to the expectations of audit project. It was agreed to adopt the approach and timetable as set out.</p>		
<b>7.</b>	<b>Internal Audit</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Diane McGiffen introduced the Internal Audit, which had been previously circulated.</p> <p>- <b><i>Data Security</i></b></p>		

	<p>Alex Devlin provided Management Team with an update on the internal audit work completed since the last report to Management Team in January.</p> <p>Alex invited Management Team to note the two medium and six low level recommendations contained in the report on Data Security.</p> <p>Management Team noted the moderate assurance provided by the report and received assurance that the work underway to address the two medium level recommendations would be completed by the deadline.</p> <p>- <b>Risk Management</b></p> <p>Management Team noted the risk management report and Lynn set out the wider context for the review work for the Audit Committee.</p> <p><b>Alex Devlin left the meeting.</b></p>		
<b>8.</b>	<b>Strategic Issues</b>		
<b>8.1</b>	<b>Constitutional Change</b> There was no update.		
<b>8.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>9.</b>	<b>Draft Agenda for meeting on 11 February</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting.</p> <p>Management Team discussed and agreed the agenda for the meeting on 11 February 2014.</p>		
<b>10.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.		
<b>11.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are on:</p> <ul style="list-style-type: none"> <li>• Revenue Scotland</li> <li>• Internal Audit</li> <li>• Corporate Priorities</li> </ul>		
<b>12.</b>	<b>AOB</b>		
	Caroline Gardner discussed the forthcoming meeting with Peter Housden.		

<b>12.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 11 February 2014.</b>  <b>Apologies: None</b> <i>Please give your apologies to Joy Webber (x1606)</i>		



**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 11 FEBRUARY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 110 GEORGE STREET EDINBURGH.**

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

Apologies: None

In attendance: David Hanlon joined the meeting for **item 2**  
 Ian Metcalfe joined the meeting for **item 3**  
 James Gillies, Simon Ebbett, Shirley Evans and Bruce Stoddart joined the meeting for **item 4**  
 Gillian Woolman joined the meeting for **item 5**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 4 February 2014, which had been previously circulated, were approved as an accurate record.		
	<b>Matters arising:</b>		
	- <b>Item 12 - AOB: Correspondence</b>  Fraser McKinlay provided Management Team with an update.		
<b>2.</b>	<b>Q3 Results</b>		
	<b>David Hanlon joined the meeting.</b>  David Hanlon introduced the report on Financial Results for the 9 months to December 2013, a copy of which had been previously circulated.  David invited Management Team to note the report and advised income was on track for year end forecast.  Management Team discussed the financial information for their respective areas, and noted the overall position to end December 2013.		
<b>3.</b>	<b>Q3 Performance Report</b>		
	<b>Diane McGiffen and Ian Metcalfe joined the meeting.</b>  Lynn Bradley presented the Q3 Performance Report for 2013/14, which had been previously circulated.  Lynn invited Management Team to note the progress made across all strategic areas and in overall terms. Lynn also invited Management Team to review and comment on the		

	<p>performance reports to ascertain whether additional monitoring should be agreed.</p> <p>Management Team discussed and agreed additional actions for each of the corporate objectives 2.1, 2.3, 3.1, 3.2, 3.3, 3.5 and 3.6.</p> <p>Management Team thanked Lynn and Ian for the work undertaken to provide a more focussed and rounded report for consideration.</p> <p style="text-align: center;"><b>David Hanlon and Ian Metcalfe left the meeting.</b></p>		
<b>4.</b>	<b>Audit Scotland Annual Reporting 2013/14</b>		
	<p><b>James Gillies, Simon Ebbett, Shirley Evans and Bruce Stoddart joined the meeting.</b></p> <p>Simon Ebbett introduced the Audit Scotland Annual Reporting 2013/14 report, which had been previously circulated.</p> <p>Simon invited Management Team to review and comment on the proposed themes and messages for this year's annual report. Management Team were also invited to provide details of any further messages for inclusion in the report.</p> <p>Management Team welcomed the proposed format and provided feedback in relation to the placement of certain information. Management Team also queried the proposed distribution of the report and James clarified this would be achieved through the subscribed mailing list.</p> <p style="text-align: center;"><b>James Gillies, Simon Ebbett, Shirley Evans and Bruce Stoddart left the meeting.</b></p>		
<b>5.</b>	<b>ASG Review of Impact: Local Government</b>		
	<p><b>Gillian Woolman joined the meeting.</b></p> <p>Gillian Woolman introduced a report on the ASG Review of Impact: Local Government, which had previously been circulated.</p> <p>Gillian invited Management Team to review the report and recommend it be included on the agenda of the FAAC meeting on 27 February 2014.</p> <p>Management Team noted the report and requested clarification around the reported findings.</p> <p>Following discussion, Management Team requested the template report be updated for future reporting.</p> <p style="text-align: center;"><b>Gillian Woolman left the meeting.</b></p>	<b>RF/FMcK/ FK/G Woolman</b>	<b>March 2014</b>
<b>6.</b>	<b>Strategic Issues</b>		

6.1	<b>Constitutional Change</b> There was no update.		
6.2	<b>Public Audit Arrangements</b> There was no update.		
7.	<b>Draft Agenda for meeting on 18 February</b>		
	Diane McGiffen introduced the proposed agenda for the next Management Team meeting.  Management Team discussed and agreed the agenda for the meeting on 18 February 2014.		
8.	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.		
9.	<b>Key messages to colleagues</b>		
	The key messages to colleagues are on: <ul style="list-style-type: none"> <li>• Q3 Performance</li> <li>• Q3 Financial results</li> <li>• National Audit Office</li> </ul>		
10.	<b>AOB</b>  <ul style="list-style-type: none"> <li>- <b>NAO Visit</b> Diane informed Management Team that the meeting with NAO on Monday 10 February had been well received and thanked Management Team colleagues for their input to the day.</li> <li>- <b>Management Team Development</b> Diane advised Management Team of her meeting with Tony Page last week and confirmed development meetings would be arranged with each member of Management Team in March.</li> <li>- <b>Supreme Audit Institutions</b> Diane advised Management Team Audit Scotland are hosting the meeting in May, the date is to be confirmed.</li> </ul>	<b>JW</b>	<b>February 2014</b>
11.	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 18 February 2014.</b>  <b>Apologies: None</b> <i>Please give your apologies to Joy Webber (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 18 FEBRUARY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: Lynn Bradley

In attendance: Carol Calder and Richard Scothorne of Rocket Science joined the meeting for **item 2**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 11 February 2014, which had been previously circulated, were approved as an accurate record.		
	<b>Matters arising:</b>		
	- <b>Item 12 - AOB: Correspondence</b>  Fraser McKinlay provided Management Team with an update.		
<b>2.</b>	<b>Expectations of Audit</b>		
	<p><b>Carol Calder and Richard Scothorne joined the meeting.</b></p> <p>Russell Frith introduced Richard Scothorne's Report on consultant's Expectations of Audit External Consultation Findings, a copy of which had been previously circulated.</p> <p>Russell invited Management Team to note the report and feedback any comments on the findings. Russell then invited Richard to present an overview of the results from his consultation with external parties.</p> <p>Richard Scothorne reported on his findings, highlighting the key themes and messages emerging from his meetings.</p> <p>Following detailed discussion, Management Team thanked Richard for his report and presentation.</p> <p>Russell advised Management Team work to consolidate Richard's findings together with the staff survey and Stephen Taylor report was ongoing with a view to reporting back to Management Team key recommendations in March.</p> <p><b>Carol Calder and Richard Scothorne left the meeting.</b></p>	<b>RF</b>	<b>March 2014</b>
<b>3.</b>	<b>Best Companies</b>		

	Diane McGiffen provided a verbal update to Management Team and invited Management Team to note the format for presenting the survey results to the Leadership Group meeting scheduled immediately following Management Team meeting.		
<b>4.</b>	<b>Strategic Issues</b>		
<b>4.1</b>	<b>Constitutional Change</b> There was no update.		
<b>4.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>5.</b>	<b>Draft Agenda for meeting on 25 February</b>		
	Diane McGiffen introduced the proposed agenda for the next Management Team meeting.  Management Team discussed and agreed the inclusion of additional items for the meeting on 18 February 2014.		
<b>6.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.		
<b>7.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are on: <ul style="list-style-type: none"> <li>• Expectations of Audit</li> </ul>		
<b>8.</b>	<b>AOB</b> There was no further business.		
<b>11.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 25 February 2014.</b>  <b>Apologies: Fiona Kordiak</b> <i>Please give your apologies to Joy Webber (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 25 FEBRUARY 2014  
IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: Fiona Kordiak

In attendance: David Hanlon and David Blattman joined the meeting for **items 2 and 3**  
Jennie Slessor joined the meeting for **item 3**  
Mark Taylor joined the meeting for **items 2, 3, 4 and 5**  
Joanna Stevenson and Gillian Woolman joined the meeting for **items 4 and 5**  
David McConnell and Laurence Slavin joined the meeting for **items 7 and 8**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 18 February 2014, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>2014/15 Operational Budget &amp; Establishment Review</b>		
	<p><b>David Hanlon, David Blattman and Mark Taylor joined the meeting.</b></p> <p>David Hanlon introduced the report for the 2014/15 Operational Budget and Establishment Review, a copy of which had been previously circulated.</p> <p>David invited Management Team to note the results of the review of our workforce establishment for 2014/15 and the following four years. Management Team were also invited to review and approve the proposal to establish an operational budget for 2014/15 which will be submitted for consideration by the Board at their meeting in March.</p> <p>Management Team considered the projections and noted the slight reduction in establishment for the current year.</p> <p>Following detailed discussion, Management Team noted that a more strategic review of fee charging generally would be welcomed in the summer.</p> <p>Lynn Bradley advised an update on the capital expenditure as agreed by the SCPA would be presented to Management Team at the meeting on 11 March.</p>	<p><b>DH</b></p> <p><b>DH/FK/RF</b></p> <p><b>LB</b></p>	<p><b>March 2014</b></p> <p><b>June 2014</b></p> <p><b>March 2014</b></p>
<b>3.</b>	<b>Workforce Planning 2014/15</b>		
	<p><b>Jennie Slessor joined the meeting.</b></p> <p>David Blattman introduced the report on Workforce Planning for 2014/15, a copy of which had been previously circulated.</p>		

	<p>David opened discussions with Management Team using the PESTLE and PRIMO-F tools. Management Team engaged in detailed discussions on internal and external factors to be considered for inclusion in the overall Workforce Plan.</p> <p>Following discussion, Management Team agreed the outcomes from the analysis will return as part of the proposed Workforce Plan in March.</p> <p><b>David Hanlon, David Blattman and Jennie Slessor left the meeting.</b></p>	<b>DB</b>	<b>March 2014</b>
<b>4.</b>	<b>Audit Service Quality Survey – 2012/13 Central Government Audits</b>		
	<p><b>Joanna Stevenson and Gillian Woolman joined the meeting.</b></p> <p>Joanna Stevenson introduced the Audit Service Quality Survey 2012/13 Central Government Audits Report, a copy of which had been previously circulated.</p> <p>Joanna invited Management Team to note the overall good levels of satisfaction from the survey results together with suggested areas for improvement.</p> <p>Management Team welcomed the report and reviewed the areas for improvement. Following detailed discussion on measuring impact of audit with audited bodies, Russell Frith agreed to return to Management Team with a report proposing how to measure impacts of audit in 2014/15.</p>	<b>RF</b>	<b>March 2014</b>
<b>5.</b>	<b>Audit Service Quality Survey – 2012/13 Local Government Audits</b>		
	<p>Joanna Stevenson introduced the Audit Service Quality Survey 2012/13 Local Government Audits Report, a copy of which had been previously circulated.</p> <p>Joanna invited Management Team to note the overall stronger results from the survey together with one suggested area for consideration.</p> <p>Following detailed discussion, Management Team considered how to supplement the survey to gain more insight on the measure of audit impact.</p> <p>Fraser McKinlay and Russell Frith agreed to develop this client engagement further with Fiona Kordiak.</p> <p><b>Mark Taylor, Joanna Stevenson and Gillian Woolman left the meeting.</b></p>	<b>FMcK/RF/ FK</b>	<b>March 2014</b>
<b>6.</b>	<b>Audit Issues Relating to Health and Social Care Integration</b>		

	<p>Russell Frith introduced the Report on Audit Issues relating to Health and Social Care Integration, a copy of which had been previously circulated.</p> <p>Russell invited Management Team to note and discuss the issues arising from the proposed statutory audit arrangements.</p> <p>Management Team discussed the proposed accounting of the partnerships. Management Team agreed there was merit in engaging with government on audit issues which may arise.</p> <p>Caroline Gardner noted the partnerships were at Stage 2 of legislation and following discussion, Management Team invited Russell to return first with a view taking into account the legislative timeframe.</p>	RF	March 2014
7.	<b>Working with Other Countries – 2014/16 Strategy</b>		
	<p><b>David McConnell and Laurence Slavin joined the meeting.</b></p> <p>David McConnell introduced the update on Working with other Countries – 2014/16 Strategy Report, a copy of which had been previously circulated.</p> <p>David invited Management Team to comment on the recommendations made and requested approval to progress the revision of the strategy as set out in the report.</p> <p>Following discussion, Management Team requested the wording on cost recovery be updated and the inclusion of benefits to staff is reflected in the refreshed strategy.</p> <p>Management Team thanked David and Laurence for the update and agreed the refreshed international strategy paper will return to Management Team before submission to the Board for their approval.</p> <p>Management Team also invited quarterly strategy updates, to include the forthcoming EURORAI Conference, going forward.</p>	DMcC/LS	May 2014
8.	<b>EURORAI Conference October 2014</b>		
	<p>David McConnell introduced the report on EURORAI Conference October 2014, a copy of which had been previously circulated.</p> <p>Laurence Slavin invited Management Team to note the progress made in preparations for Audit Scotland hosting the conference and welcomed any comments in relation to the proposed venues and events being proposed.</p> <p>Management Team noted the conference will now be held between 23 and 25 October. Following discussion,</p>		



	<p>Management Team welcomed the update and noted the updates in relation to the venues and proposed events for delegates during their visit.</p> <p><b>David McConnell and Laurence Slavin left the meeting.</b></p>	<b>DMcC/LS</b>	<b>May 2014</b>
<b>9.</b>	<b>Accounts Commission Meeting of 13 March 2014 – Draft Agenda</b>		
	<p>Fraser McKinlay introduced draft agenda for the Accounts Commission Meeting on 13 March, a copy of which had been previously circulated.</p> <p>Fraser invited Management Team to review and comment on the proposed agenda.</p> <p>Russell Frith requested clarification that item 11 was going to the full committee meeting.</p>		
<b>10.</b>	<b>Strategic Issues</b>		
<b>10.1</b>	<b>Constitutional Change</b> There was no update.		
<b>10.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>11.</b>	<b>Draft Agenda for meeting on 11 March</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting.</p> <p>Management Team discussed and agreed the inclusion of additional items for the meeting on 11 March 2014.</p>		
<b>12.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.		
<b>13.</b>	<b>Key messages to colleagues</b>		
	<p>The key messages to colleagues are on:</p> <ul style="list-style-type: none"> <li>• Audit Quality Surveys</li> <li>• EURORAI Conference</li> </ul>		
<b>14.</b>	<b>AOB</b>		
	<ul style="list-style-type: none"> <li>- FOI Lynn Bradley advised Management Team of the work ongoing in relation to a request for information. Lynn proposed a review of the FOI process and welcomed an opportunity to bring this to Management Team.</li> <li>- Scottish Government Diane McGiffen advised of a meeting to discuss possible development opportunities of sharing</li> </ul>	<b>LB</b>	<b>March 2014</b>

	<p>feedback and perspectives between Audit Scotland and the Scottish Government.</p> <p>- Leadership Group meeting Management Team noted feedback from last week's session was good and discussed the agenda for the next meeting on 26 February.</p>		
<b>15.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 11 March 2014.</b></p> <p><b>Apologies: Fiona Kordiak</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 4 MARCH 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: Fiona Kordiak

In attendance: Claire Sweeney joined the meeting for **item 2**  
 James Gillies joined the meeting for **item 3**  
 David Blattman joined the meeting for **item 4**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 25 February 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
<b>2.</b>	<b>Health and Social Care Integration Update</b>		
	<p><b>Claire Sweeney joined the meeting.</b></p> <p>Claire Sweeney introduced the Health and Social Care Integration Update report, a copy of which had been previously circulated.</p> <p>Claire invited Management Team to note the changes arising from the passing of the Public Bodies (Joint Working) (Scotland) Bill on 25 February 2014.</p> <p>Management Team considered and discussed the implications for scrutiny bodies and the new Joint Integration Boards alike. Further, Management Team discussed the complexity of the Bill and requested clarification on a number of points in relation to ownership of assets, appointment of board members, link to community planning, shadow arrangements, process around policy changes and strategic plans.</p> <p>Fraser McKinlay agreed to put this item on the agenda of the next Audit Risk Committee meeting and would engage further with Russell Frith to develop thinking around wider engagement. Russell agreed to speak with Alyson Stafford and Fraser agreed to speak with Mark Taylor.</p> <p>Management Team thanked Claire for her report and noted this matter will be discussed at the Accounts Commission meeting in March.</p> <p><b>Claire Sweeney left the meeting.</b></p>		

3.	<b>Comms Digest and Team Brief</b>		
	<p><b>James Gillies joined the meeting.</b></p> <p>James Gillies introduced the Communications Digest and Team Brief March preview report, copies of which had been previously circulated.</p> <p>Management Team noted the report and asked James to consider with Lynn Scott Audit Scotland's approach to modern apprenticeships.</p> <p><b>James Gillies left the meeting.</b></p>		
4.	<b>Staff Engagement 2014</b>		
	<p><b>David Blattman joined the meeting.</b></p> <p>David Blattman introduced the Staff Engagement 2014 Report, a copy of which had been previously circulated.</p> <p>David invited Management Team to consider and approve a schedule of events with staff for 2014/15 and proposals for increasing staff engagement generally.</p> <p>Management Team welcomed the report and agreed their commitment to a number of events in the proposed schedule.</p> <p>Management Team also discussed the importance of staff engagement including: cross group interactions, 1:1 meetings and agreed there is a need to develop greater involvement from Management Team and the Leadership Group.</p> <p>Management Team invited David to liaise with Joy Webber to plan their availability for proposed events.</p> <p><b>David Blattman left the meeting.</b></p>	<b>DB/JW</b>	<b>March 2014</b>
5.	<b>Development of Audit Intelligence System and Next Steps</b>		
	<p>Lynn Bradley introduced the report on the Development of Audit Intelligence System and presented the proposed next steps, copies of which had been previously circulated.</p> <p>Lynn invited Management Team to approve the proposed implementation of the corporate audit intelligence system and welcomed input on the suggested next steps.</p> <p>Management Team thanked Lynn for the update on the development of the system. Following detailed discussion, Management Team approved the implementation of the audit intelligence system subject to further consideration of the resource requirements, training and framework for implementation. Lynn Bradley and Fraser McKinlay agreed to develop the strategy and to report back to Management Team.</p>	<b>LB/FMcK</b>	<b>March 2014</b>
6.	<b>Strategic Issues</b>		

<b>6.1</b>	<b>Constitutional Change</b> There was no update.		
<b>6.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>7.</b>	<b>Draft Agenda for meeting on 11 March</b>		
	Diane McGiffen introduced the proposed agenda for the next Management Team meeting.  Management Team discussed and agreed the proposed agenda for the meeting on 11 March 2014.		
<b>8.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.		
<b>9.</b>	<b>Key messages to colleagues</b>		
	The key messages to colleagues are on: <ul style="list-style-type: none"> <li>• Update on Health and Social Care Integration</li> <li>• Team Brief</li> <li>• Staff Engagement</li> <li>• Audit Intelligence System</li> </ul>		
<b>10.</b>	<b>AOB</b>  Lynn Bradley requested Management Team to bring their respective Business Plans to the meeting scheduled on 20 May 2014.		
<b>11.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 11 March 2014.</b>  <b>Apologies: None.</b>  <b><i>Please give your apologies to Joy Webber (x1606)</i></b>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 11 MARCH 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: No apologies

In attendance: David Blattman, Steve Murray and Jennie Slessor joined the meeting for *item 4*  
 David Blattman, Steve Murray and Rachel Parker joined the meeting for *item 5*

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 4 March 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
<b>2.</b>	<b>Expectations of Audit</b>		
	This item was deferred until 18 March 2014.		
<b>3.</b>	<b>Investment in IT</b>  Lynn Bradley introduced the report on Investment in IT, a copy of which had been previously circulated.  A discussion followed on the purchase of new laptops and the short time between the closing date of the staff laptop survey and the order date of the new laptops.  Management Team noted the report and asked Lynn to clarify the timing of the refresh of laptops.	<b>LB</b>	<b>March 2014</b>
<b>4.</b>	<b>Workforce Plan 2014/15</b>		
	<b>David Blattman, Steve Murray and Jennie Slessor joined the meeting.</b>  David Blattman introduced the Workforce Plan 2014/15, a copy of which had been previously circulated.  David invited Management Team to consider and approve the draft Workforce Plan which would be subject to amendment following the outcome of item 5 'VERA Overview Paper'.  Management Team welcomed the plan and agreed that it was a very positive piece of work.  Management Team suggested that revisions from section 2		

	<p>'Forecast needs' onwards be made and that links with other strategic documents be included in the plan. David agreed to revise the plan prior to consideration by RemCo on 20 March 2014.</p> <p><b>Lynn Bradley, David Blattman, Steve Murray, Jennie Slessor and Lorna McEwan left the meeting.</b></p>	<b>DB</b>	<b>March 2014</b>
<b>5.</b>	<b>VERA Overview Paper</b>		
	<p><b>David Blattman, Steve Murray and Rachel Parker joined the meeting.</b></p> <p>Due to the confidential nature of discussions a separate minute would be distributed to attendees.</p> <p><b>Russell Frith left the meeting.</b></p>		
<b>6.</b>	<b>Total Reward Strategy</b>		
	<p>David Blattman introduced the Total Reward Strategy, a copy of which had been previously distributed.</p> <p>David invited Management Team to consider and approve the strategy prior to consideration by RemCo on 20 March 2014.</p> <p>Management Team agreed that total reward was a longer term issue and welcomed feedback from employees and their PCS representatives as a part of a multi-channel communication plan.</p>		
<b>7.</b>	<b>2014 Annual Pay Award</b>		
	<p>David Blattman introduced the report on the 2014 Annual Pay Award, a copy of which had been previously distributed.</p> <p>David invited Management Team to consider and approve the proposal contained within section 3 of the report.</p> <p>Management Team welcomed the report and agreed that it was an attractive package.</p> <p>Management Team discussed the implications of the package and agreed that consideration would be given to the way in which it would be presented to staff. Management Team also agreed that the increase of one additional days annual leave with effect from 2015 would be conditional on sufficient progress being made on the commitment to implement improvements to job design, career structures, the supporting pay system and our approach to performance appraisal &amp; development (PAD) during 2015</p> <p>A further discussion followed on the financial implications.</p> <p><b>David Blattman, Steve Murray and Rachel Parker left the meeting.</b></p>		

<b>8.</b>	<b>Strategic Issues</b>		
<b>8.1</b>	<b>Constitutional Change</b> Russell Frith reported that PAC had issued reports in respect of Income Tax containing 3 recommendations which Audit Scotland would respond to in 2 months time.		
<b>8.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>9.</b>	<b>Draft Agenda for meeting on 18 March 2014</b>		
	Diane McGiffen introduced the proposed agenda for the next Management Team meeting.  Management Team discussed and agreed the proposed agenda for the meeting on 18 March 2014.		
<b>10.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.		
<b>11.</b>	<b>Key messages to colleagues</b>		
	Management Team welcomed the proposal to include a link to 'key messages' in the weekly 'what's on' email distributed to all staff.		
<b>12.</b>	<b>AOB</b>  Management Team discussed the implications surrounding Aberdeen City Council's Council Tax correspondence.  Management Team also discussed 'year end' dates in respect of 5 colleges linked to UHI. Further information and the outcome of the decision would be intimated by the Treasury in due course.		
<b>13.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 18 March 2014.</b>  <b>Apologies: Caroline Gardner</b>  <b><i>Please give your apologies to Joy Webber (x1606)</i></b>		



**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 18 MARCH 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: Caroline Gardner

In attendance: Owen Smith joined the meeting for **item 4**  
 Alex Devlin joined the meeting for **item 5**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 11 March 2014, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Confidential Minutes</b>		
	<p><b>Lynn Bradley left the meeting.</b></p> <p>The draft confidential minute dated 11 March 2014, which had previously been circulated, was approved as an accurate record, subject to minor amendment. Diane McGiffen confirmed Remco would consider the proposal at its meeting on 20 March 2014.</p>		
<b>3.</b>	<b>Expectations of Audit – Overall Discussion</b>		
	<p><b>Lynn Bradley rejoined the meeting.</b></p> <p>Russell Frith introduced the Expectations of Audit – Overall Discussion report, a copy of which had been previously circulated.</p> <p>Russell invited Management Team to note the report aimed to bring together the three strands of the project to facilitate a discussion around the key themes identified, how we aim to take improvements forward and agree next steps.</p> <p>Following a detailed discussion of the key themes, raising public awareness and strategy, it was noted that while there had been engagement with the public there was a need to consider how to raise the profile of public audit. It was agreed Russell would make arrangements to consult with people with disabilities on expectations of audit, and would liaise with the Diversity and Equality Group.</p>	<b>RF</b>	<b>April 2014</b>

	<p>Management Team then considered Audit Scotland's future role in public audit. Management Team discussed opportunities around gaining trust in the work we do, using plain language in our reporting, being clear about our work, using local knowledge and communicating the relevancy and best practice to audited bodies. In addition, Management Team agreed to consider hosting a stakeholder event in the Autumn of 2014 which could be used as a platform for sharing the outcome of the project and Audit Scotland's future strategy and role.</p> <p>Management Team welcomed the report and noted there was a need for continued engagement going forward. Russell and Caroline Gardiner would consider when to bring the next update to Management Team.</p> <p>In addition, Lynn Bradley and Russell Frith would link timings for the remainder of the project and the creation of the new strategy for public audit and new Audit Scotland corporate plan.</p> <p>Russell and Fraser McKinlay agreed to consider resourcing for the project over the next quarter.</p> <p>With regard to the roles of Audit Scotland, the Accounts Commission and the Auditor General, Caroline Gardner would seek views from the Chair of the Accounts Commission.</p>	<p>RF</p> <p>RF/LB</p> <p>RF/FMcK</p> <p>CG</p>	<p>April 2014</p> <p>April 2014</p> <p>March 2014</p> <p>April 2014</p>
4.	<p><b>Review of 2012/13 Firm's Impact: Local Government</b></p>		
	<p><b>Owen Smith joined the meeting.</b></p> <p>Russell Frith introduced an overview of the Review of the 2012/13 Firm's Impact: Local Government report which Owen Smith had prepared, a copy of which had been previously circulated.</p> <p>Owen invited Management Team to note the retrospective focus of the report which it was hoped would inform the direction of the work we do in the future on impact.</p> <p>Management Team welcomed the report and discussed the findings, including the Firms' Action Plan Recommendations reporting and options to improve how we report on the four impact areas. It was agreed there is a need to pull together a framework between this and other reporting strands to drive forward improvement.</p> <p>Furthermore, it was agreed Russell would liaise with the individual contacts within the Firms in advance of sharing a summary report at the next Firms lunch which was scheduled for 8 May 2014.</p> <p><b>Owen Smith left the meeting.</b></p>	<p>RF</p>	<p>April/May 2014</p>

5.	<b>Internal Audit – 2013/14</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the Internal Audit – 2013/14 report, a copy of which had been previously circulated.</p> <p>Alex invited Management Team to note the report and advised these were the final two reports from the 2013/14 programme of work. Alex advised Management Team that BDO will be providing a follow up report following completion of their work and Diane McGiffen advised this would be scheduled to come to Management Team once received.</p> <p>Management Team welcomed the report and noted there were no recommendations for CPP and three medium level recommendations in the IT Procurement report. Alex advised Management Team that David Henning, IT Manager, had seen the IT Procurement report and was keen to assess small scale procurement to ensure correct process was followed. Management Team requested reference to the amendment of the purchase order system be reflected in the cover paper to Audit Committee on 24 April 2014.</p> <p>Management Team noted the good work on CPP led by Antony Clark.</p> <p>Diane McGiffen advised Management Team that interviews for the procurement of internal auditors for 2014/15 were taking place on 1 and 2 April 2014.</p> <p><b>Alex Devlin left the meeting.</b></p>		
6.	<b>Strategic Issues</b>		
6.1.	<p><b>Constitutional change</b> There was no update.</p>		
6.2	<p><b>Public Audit Arrangements</b> Russell advised there are to be two new audited bodies from 2015/16: Historic Environment Scotland which replaces Historic Environment and Ancient Monuments; and Food Standards Scotland which replaces the Scottish arm of the Food Standards Agency. There is currently no provision for these bodies to be audited in the Bill.</p>		
6.3	<p><b>Staff Engagement</b> Lynn Bradley invited discussion on the proposed Audit Surveys which the Impact Group had discussed. Management Team considered the need to agree the content of the survey in advance of sending this out.</p> <p>Lynn also invited Management Team to discuss how to recognise long serving members of staff. Management Team agreed to liaise with HR to gain assurance around accurate</p>	DMcG	April 2014

	<p>service records and welcomed suggestions of ways in which to recognise staff.</p> <p>Diane McGiffen invited members of Management Team to attend any part of the Corporate Services Development Day which was scheduled for 28 March 2014.</p>		
<b>7.</b>	<b>Draft Agenda for meeting on 25 March 2014</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting, a copy of which had been previously circulated.</p> <p>Management Team discuss the proposed agenda and it was agreed that Audit Intelligence, Next Steps and Update on Whistleblowing would be deferred to a later date. Following discussion, Management Team agreed to cancel the meeting on 25 March 2014, reconvening on 1 April 2014.</p>		
<b>8.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.	<b>ALL</b>	<b>March 2014</b>
<b>9.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>• Expectations of Audit</li> <li>• Laptops</li> <li>• Internal Audit Reports</li> </ul>		
<b>10.</b>	<p><b>AOB</b></p> <ul style="list-style-type: none"> <li>• <b>Laptops</b> Management Team discussed the planned rollout of laptops which Lynn Bradley advised would take place in April 2014.</li> <li>• <b>Workforce Plan</b> Fraser McKinlay requested clarification on whether the Workforce Plan would come to Management Team again. Diane McGiffen advised the Board were to be invited to comment on the draft plan at their meeting on 20 March, it would then return to Management Team in April 2014 before it is finalised.</li> <li>• <b>External engagement</b> Diane McGiffen invited Management Team to note the proposed meeting with Ken Thomson and Alyson Stafford.</li> <li>• <b>COSLA</b> Fraser McKinlay provided Management Team with an overview of the COSLA conference he attended on 13 and 14 March 2014.</li> </ul>		

11.	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 1 April 2014.</b>  <b>Apologies: None</b>  <i>Please give your apologies to Joy Webber (x 1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 1 APRIL 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 110 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies joined the meeting for **item 2**  
 David Hanlon joined the meeting for **items 3 and 4**

1.	<b>Minutes</b>		
	<p>The draft minutes dated 18 March 2014, which had been previously circulated, were approved as an accurate record.</p> <p>The draft confidential minute dated 18 March 2014, which had previously been circulated, was approved as an accurate record, subject to removing Lynn Bradley as an attendee.</p>		
2.	<b>Comms Digest and Team Brief</b>		
	<p><b><i>James Gillies joined the meeting.</i></b></p> <p>James Gillies introduced the Comms Digest and Team Brief, a copy of which had previously been circulated.</p> <p>James also tabled a copy of the audit risk hotlist which it was anticipated would come to future Management Team meetings each month alongside the Comms Digest. Management Team agreed this paper should be classified as an audit working paper.</p> <p>James then invited Management Team to note the key items flagged in the Comms Digest, namely correspondence in relation to Aberdeen City Council item and the forthcoming referendum.</p> <p>Fraser McKinlay provided an overview of the correspondence issue and advised he would be providing an opinion in due course.</p> <p>Management Team also discussed the timeline for the white paper on audit work which Caroline advised would form part of reporting the 2013/14 audit plan.</p> <p>Management Team considered the Team Brief and requested it be issued to staff on 3 April 2014.</p>		

	<p>James also highlighted to Management Team the further staffing changes within the Comms Team.</p> <p><b>James Gillies left the meeting.</b></p>		
<b>3.</b>	<b>Office Accommodation, 110 George Street</b>		
	<p><b>David Hanlon joined the meeting.</b></p> <p>David Hanlon introduced the report on Office Accommodation, 110 George Street, a copy of which had previously been circulated.</p> <p>David invited Management Team to note the update from the previous discussion in December 2013 and sought approval to extend the lease for our offices at 110 George Street, Edinburgh.</p> <p>Management Team noted the updated options and approved the proposal for extending the lease at 110 George Street, Edinburgh.</p> <p>There was further discussion around the utilisation of office space ie one team working and the need to consider as wide a selection of property from both private and public sources to ensure best value.</p>		
<b>4.</b>	<b>Understanding our Costs</b>		
	<p>Russell Frith introduced the report on Understanding our Costs, a copy of which had previously been circulated.</p> <p>Russell invited Management Team to note the work which had been undertaken on comparing the costs of ASG and the firms across 2012/13 audits and the proposed next steps.</p> <p>Following detailed discussion around the use of balanced scorecards, Management Team agreed the same exercise should be undertaken for 2013/14 audits, the results of which would reflect the impact of the streamlining the audit project. Management Team also noted the data would be used to recalculate the TRS rate for 2014/15.</p> <p>Management Team agreed to review income per sector after the year end which Russell would take forward to inform the strategic review of fee charging.</p> <p><b>David Hanlon left the meeting.</b></p>	<b>RF/FK/DH</b>	<b>June 2014</b>
<b>5.</b>	<b>Fit and Proper Forms</b>		
	<p>Russell Frith introduced the report on Fit and Proper Forms, a copy of which had previously been circulated.</p>		

	<p>Russell invited Management Team to note the results of the Fit and Proper exercise which had been issued to all staff in December 2013.</p> <p>Management Team discussed the points arising as part of the overall review and agreed that in addition to the annual review, Management Team or Leadership Group members should declare any new interests at the start of meetings as they arise. In relation to audits, Management Team also agreed that any member of staff who is assigned work which may involve reviewing and commenting on a friend's work, they too would require to declare any interest at the outset.</p> <p>Management Team welcomed the results and agreed the guidelines should be updated to incorporate the above points.</p>	RF	April 2014
<b>6.</b>	<b>Audit Intelligence, Next Steps</b>		
	<p>Lynn Bradley introduced the report on Audit Intelligence, Next Steps, a copy of which had previously been circulated.</p> <p>Lynn invited Management Team to note the update on the approach to audit intelligence and the work undertaken to date. Lynn also tabled a proposed delivery plan to the meeting.</p> <p>Lynn updated Management Team on the proposed next steps and Management Team discussed the proposals which include the establishment of data management standards, the identification of data champions and the development of a learning plan to increase our skills, creating knowledge networks for business areas and setting expectations of roles and outputs.</p> <p>Following detailed discussion Management Team agreed to discuss this item further at the next scheduled Management Team.</p>		April 2014
<b>7.</b>	<b>Strategic Issues</b>		
<b>7.1</b>	<b>Constitutional change</b> There was no update.		
<b>7.2</b>	<b>Public Audit Arrangements</b> There was no update.		
<b>7.3</b>	<b>Staff Engagement</b> There was no update		
<b>8.</b>	<b>Draft Agenda for meeting on 8 April 2014</b>		
	Diane McGiffen introduced the proposed agenda for the next Management Team meeting, a copy of which had been previously circulated.		



	Management Team agreed the proposed agenda.		
<b>9.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted forthcoming agenda items and agreed to liaise with Joy Webber with details of any additional items.	<b>ALL</b>	<b>April 2014</b>
<b>10.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>• Audit Intelligence</li> <li>• Team Debrief</li> <li>• Office Accommodation</li> </ul>		
<b>11.</b>	<b>AOB</b> <ul style="list-style-type: none"> <li>• <b>Pay Award</b> Diane McGiffen advised Management Team of the pay award which had been discussed with PCS and the intention to share the details with staff on Thursday 3 April.</li> </ul>		
<b>12.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 8 April 2014.</b>  <b>Apologies: Caroline Gardner</b>  <i>Please give your apologies to Joy Webber (x 1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 8 APRIL 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 110 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen (in part)  
 Russell Frith  
 Fraser McKinlay  
 Lynn Bradley  
 Fiona Kordiak

Apologies: Caroline Gardner

In attendance: Diane McGiffen joined the meeting for **items 2 and 3**  
 David Hanlon joined the meeting for **item 3**  
 Alex Devlin joined the meeting for **items 4, 5, 6 and 8**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 1 April 2014, which had been previously circulated, were approved as an accurate record subject to minor amendment.		
<b>2.</b>	<b>Matters arising from Minutes</b>		
	<p><b>Diane McGiffen joined the meeting.</b></p> <p>- <b>Audit Intelligence, Next Steps</b>          Management Team considered and discussed in detail the proposed Delivery Plan.</p> <p>While Management Team agreed with the recommendations to take the project forward, a number of issues were identified in relation to resource, funding and extent of input required.</p> <p>Management Team requested further detail around the secondee role to enable a fuller discussion around possible solutions, timing and funding options. Fraser, Fiona and Lynn would meet to agree resourcing for the project.</p> <p>With regard to establishing a new forum, Management Team suggested Lynn liaise with the Senior Managers for their input around the use of existing senior and other team meetings.</p>	<b>FMcK/FK/ LB</b>	<b>May 2014</b>
<b>3.</b>	<b>Proposal for Use of Contingency 2014/15</b>		
	<p>Fiona Kordiak introduced the report on Proposal for Use of Contingency 2014/15 which had been prepared by Mark Taylor, a copy of which had previously been circulated.</p> <p>Fiona invited Management Team to consider and approve the</p>		

	<p>proposed use of contingency budget to meet additional resourcing requirements for the wider remit audit work of the Scottish Government and the potential work following on from the new European Agricultural Fund Accounts.</p> <p>In considering the proposal, Management Team assessed current resourcing levels across the business and the amount of additional work involved. Management Team agreed further information was required in relation to the scope of work together with any fee income which may be received. Management Team noted there is to be a further paper in May setting out updated proposals.</p> <p>Following detailed discussion, Management Team agreed to the initial commitment of funding two temporary staff to end May to enable preparatory work to commence.</p> <p><b>Diane McGiffen left the meeting.</b></p>		
<b>4.</b>	<b>Internal Audit: 2013/14 and Follow-up Review</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the report on Internal Audit – 2013/14 and Follow-up Review, a copy of which had previously been circulated.</p> <p>Management Team were invited to note the outcomes reported by BDO in relation to the 2013/14 programme of work which is now complete.</p> <p>Management Team noted the excellent progress we have made in implementing the recommendations made.</p> <p>Following discussion, Management Team also noted the positive status of the Follow-up Review.</p>		
<b>5.</b>	<b>Data Incident/Loss Report</b>		
	<p>Alex Devlin introduced the report on Data Incident/Loss Report, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the one incident which had occurred in December 2013.</p> <p>Management Team discussed the nature of the incident and noted there had been a total of 13 incidents in the past year and nothing since the last incident.</p>		
<b>6.</b>	<b>Annual Reporting</b>		
	<p><b>Annual Report on Complaints 2013/14</b></p> <p>Alex Devlin introduced the Annual Report on Complaints 2013/14, a copy of which had previously been circulated.</p>		

	<p>Alex invited Management Team to note the three complaints received this year, two of which were accepted and one rejected as it fell outwith out complaints handling procedure.</p> <p>Management Team discussed the need remind staff of the guidance around our complaints handling procedure which Fraser and Russell agreed to do. Alex proposed to review the current process and guidelines.</p> <p>Management Team approved the submission of the report to the Board.</p>	<p><b>AD/FMCK /RF</b></p>	
	<p><b>Annual Assurance Report on Information Governance and Security</b></p> <p>Lynn Bradley introduced the Annual Assurance Report on Information Governance and Security which had been prepared by Alex Devlin, a copy of which had previously been circulated.</p> <p>Lynn invited Management Team to note the annual review process provides positive assurance about our information governance arrangements and that progress continues to be made in embedding this into our culture.</p> <p>Management Team discussed the number of key legislative and governance developments during the year and noted the quarterly review by KITGG of the information risk register to monitor the controls we have in place to mitigate known risks.</p> <p>Management Team approved the report for submission to the Audit Committee.</p>		
	<p><b>Annual Report on Hospitality and Gifts</b></p> <p>Alex Devlin introduced the Annual Report on Hospitality and Gifts, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the report and approve its submission to the Audit Committee.</p> <p>Management Team discussed the policies which cover gifts and hospitality and recommended a review of the international policy on visits, gifts and hospitality. Fiona Kordiak advised the international policy was currently being reviewed as part of the overall international strategy, and a report would come to Management Team in May.</p> <p>Management Team noted the assurance the report and our governance arrangements provided and approved submission of the report to the Audit Committee.</p>		
	<p><b>Annual Report on Whistleblowing</b></p> <p>Alex Devlin introduced the Annual Report on Whistleblowing 2013/14, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note there have been no</p>		

	<p>issues raised with Audit Scotland and requested approval to submit the report to the Audit Committee.</p> <p>Management Team noted the report and approved its submission to the Audit Committee.</p> <p><b>Alex Devlin left the meeting.</b></p>		
<b>7.</b>	<b>Corporate Risk Register</b>		
	<p>Lynn Bradley introduced the Corporate Risk Register report, a copy of which had previously been circulated.</p> <p>Lynn invited Management Team to review and comment on the revised corporate risk register which is due to be reviewed by the Audit Committee on 24 April 2014.</p> <p>Management Team considered each of the actions noted, and suggested a number of the additions and updates to more accurately reflect the monitoring and controls in place for each of the risks. Management Team also discussed and discounted the need for target risk information to be included on the register.</p> <p>Management Team thereafter approved the corporate risk register for submission to the Audit Committee.</p>		
<b>8.</b>	<b>Procurement of Legal and Internal Audit Tenders</b>		
	<b>See separate confidential minute.</b>		
<b>9.</b>	<b>Knowledge Management Project Update</b>		
	<p>Lynn Bradley introduced the Knowledge Management Project Update report, a copy of which had previously been circulated.</p> <p>Lynn invited Management Team to consider and comment on the report which provides an update on the Knowledge Management Project across the workstreams.</p> <p>Management Team discussed the review of the Knowledge Management strategy during 2014 in the line with developments from the Expectations of Audit project and the Corporate Plan.</p> <p>Subject to the removal of the links in the report, Management Team approved the Knowledge Management Project Update Report for submission to the Board.</p>		
<b>10.</b>	<b>Strategic Issues</b>		
<b>10.1</b>	<b>Constitutional change</b> There was no update.		

10.2	<b>Public Audit Arrangements</b> There was no update.		
10.3	<b>Staff Engagement</b> Management Team discussed the individual staff meetings which they were holding.		
11.	<b>Draft Agenda for meeting on 22 April 2014</b>		
	Russell Frith introduced the proposed agenda for the next Management Team meeting, a copy of which had been previously circulated.  Management Team discussed and agreed the proposed agenda/		
12.	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted those items scheduled and suggested the inclusion of additional items for forthcoming meetings.	<b>ALL</b>	<b>April 2014</b>
13.	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>• Audit Intelligence</li> <li>• Re:connect Summer 2014</li> </ul>		
14.	<b>AOB</b> <ul style="list-style-type: none"> <li>• <b>Board/Audit Committee Draft Agendas</b> Joy Webber tabled copies of the draft agenda for the Board and Audit Committee meetings scheduled on 24 April. Management Team were invited to note and comment on the drafts.  Diane McGiffen advised there would also be a Property update to the Board in relation to our offices in Edinburgh.</li> <li>• <b>Re:connect Summer 2014</b> Management Team discussed the dates of the forthcoming sessions.</li> </ul>		
12.	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 22 April 2014.</b>  <b>Apologies: Diane McGiffen</b>  <b><i>Please give your apologies to Joy Webber (x 1606)</i></b>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 13 MAY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: Caroline Gardner  
 Rachel Parker

In attendance: Mark Taylor joined the meeting for **items 3, 4 and 5**  
 James Gillies and Gillian Woolman joined the meeting for **items 3, 4, 5 and 6**  
 Antony Clark and Mark McCabe joined the meeting for **item 7**  
 David McConnell and Laurence Slavin joined the meeting for **item 8**  
 Alex Devlin joined the meeting for **item 8**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 29 April 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
<b>2.</b>	<b>VERA – Reconciliation Report</b>		
	In the absence of Rachel Parker, Diane McGiffen invited Management Team to review the VERA – Reconciliation report, a copy of which had previously been circulated.  Diane invited any comments from Management Team. Fiona Kordiak queried the number of posts which had been created and filled as reported under section 4 of the report.  Diane would refer the query to HR for clarification.  Management Team had no further comments.	<b>DMcG</b>	<b>May 2014</b>
<b>3.</b>	<b>Comms Digest and Team Brief</b>		
	<b>James Gillies, Mark Taylor and Gillian Woolman joined the meeting.</b>  James Gillies introduced the Comms Digest and Team Brief, a copy of which had previously been circulated.  James invited Management Team to note the key items flagged in the Comms Digest, namely the Water of Leith Flood Prevention Scheme and the Trams Project. Fiona Kordiak and Fraser McKinlay would advise their respective teams of these and Fraser would convene a meeting to discuss our audit response to the Trams Project.		

	<p>Management Team discussed a number of ongoing items and forthcoming publications in relation to Local Government, Procurement and A&amp;E. Following detailed discussion in relation to Community Planning Partnerships, Fraser suggested the Auditor General for Scotland write to the relevant Health Boards to make them aware of CPP audit reports.</p> <p>Management Team considered the Team Brief and approved its issue to staff.</p>	<b>FMCK</b>	<b>June 2014</b>
<b>4.</b>	<b>Hotlist of Emerging Audit Risks</b>		
	<p>Mark Taylor introduced the Hotlist of Emerging Audit Risks report, a copy of which had previously been circulated.</p> <p>Mark invited Management Team to note the process was designed to provide details of significant audit risks and these would be updated and reported to Management Team each month.</p> <p>Management Team discussed the key issues as at 30 April 2014.</p> <p>Following discussion, Management Team noted the number of IT related issues. Management Team also discussed the reclassification of Public Bodies and the implications for Councils under the Children's Bill. Diane suggested these could be discussed further as part of the forthcoming Leadership Group meeting.</p> <p>Management Team thanked Mark for the report.</p>		
<b>5.</b>	<b>Review of Impact – Central Government</b>		
	<p>Gillian Woolman introduced the Review of Impact: Central Government, a copy of which had previously been circulated.</p> <p>Gillian invited Management Team to note this was the final paper in relation to 2012/13 audits.</p> <p>Management Team discussed the report and noted the audit dimension with the most action plan points were in relation to governance and financial management.</p> <p>Management Team noted progress reported during 2013/14, approved the submission of the report to the Board and the priorities for the impact group for 2014/15.</p> <p><b>Mark Taylor left the meeting.</b></p>		
<b>6.</b>	<b>Impact Measurement – Annual Review and Next Steps</b>		
	Lynn Bradley introduced the Impact Measurement: Annual		



	<p>Review and Next Steps report, a copy of which had previously been circulated.</p> <p>Lynn invited Management Team to consider this first report for 2013/14 and approve its submission to the Board. Lynn also invited Management Team to consider and approve the Impact Group's priorities for 2014/15.</p> <p>Management Team discussed the review and noted the report would provide the Board with assurance in line with other annual reporting.</p> <p>Following detailed discussion, Management Team suggested removing details around internal process, the inclusion of a brief overview on the impact of public audit and the inclusion of a corporate message. Fraser agreed to draft the overview of impact of public audit and James advised Kirsty in the Communications Team would work with Lynn on the other additions to the review.</p> <p>Management Team approved the priorities for the Impact Group.</p> <p><b>James Gillies and Gillian Woolman left the meeting.</b></p>	<b>FMcK/LB</b>	<b>May 2014</b>
<b>7.</b>	<b>Carbon Scrutiny Board: Carbon Management Plan – Five Year Progress Report</b>		
	<p><b>Antony Clark and Mark McCabe joined the meeting.</b></p> <p>Antony Clark introduced the Carbon Scrutiny Board: Carbon Management Plan – Five Year Progress Report, a copy of which had previously been circulated.</p> <p>Management Team noted the good progress made and welcomed the proposals to widen the membership of the Carbon Scrutiny Board to include members from other areas of the business.</p> <p>Following discussion, Management Team approved the areas of focus for the next Audit Scotland Carbon Management Plan (2015-20) which included energy use, waste management and travel.</p> <p>Management Team thanked Antony and Mark for the report.</p> <p><b>Antony Clark and Mark McCabe joined the meeting.</b></p>		
<b>8.</b>	<b>Working with Other Countries – 2014-16 Strategy, Supporting Policy and 2013/14 Annual Report</b>		
	<p><b>David McConnell and Laurence Slavin joined the meeting.</b></p> <p>David McConnell introduced the Working with Other</p>		

	<p>Countries Strategy, Policy and 2013/14 Annual Report, a copy of which had previously been circulated.</p> <p>David invited Management Team to consider and comment on the updated strategy, policy and annual report prior to submission to the Board.</p> <p>Following discussion, Management Team noted the strategy paper was to be shared externally while the policy was intended for internal use only.</p> <p>Management Team considered the annual report and requested the inclusion of wording to capture the strategy and vision of why we work with other countries, together with details of the programme for the forthcoming EURORAI event in October.</p> <p><b>David McConnell and Laurence Slavin left the meeting.</b></p>		
<b>9.</b>	<b>Mid Staffordshire NHS Foundation Trust Public Inquiry</b>		
	<p>Diane McGiffen introduced the Mid Staffordshire NHS Foundation Trust Public Inquiry Report, a copy of which had previously been circulated.</p> <p>Diane invited Management Team to note the current position in relation to our work in response to the Francis Report and the proposal to bring a more detailed update to Management Team in September.</p> <p>Management Team noted the report.</p>		
<b>10.</b>	<b>Financial Regulations and Scheme of Delegation</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the Financial Regulations and Scheme of Delegation report, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the annual review and recommend the minor changes to the Audit Committee and Board for approval.</p> <p>Management Team discussed the Financial Regulations and suggested a number of changes to include reference to the three year rolling plan, clearer wording at items 65, 74 and 75.</p> <p>Following discussion, Management Team suggested minor amendments to the Scheme of Delegation and Diane advised she would confirm the quorate for Management Team meetings.</p>	<b>DMcG</b>	<b>May 2014</b>

<b>11.</b>	<b>2013/14 Annual Review on Bribery and Fraud</b>		
	<p>Alex Devlin introduced the 2013/14 Annual Review on Bribery and Fraud report, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the annual review and approve its submission to the Audit Committee.</p> <p>Following discussion, Management Team approved the report for submission to the Audit Committee meeting on 5 June 2014.</p> <p><b>Alex Devlin left the meeting.</b></p>		
<b>12.</b>	<b>Accounts Commission Committees Draft Agenda</b>		
	<p>Fraser McKinlay introduced the Accounts Commission Committees Draft Agenda report, a copy of which had previously been circulated.</p> <p>Fraser invited Management Team to note the draft agendas and provided a brief summary of the items to be discussed.</p> <p>Following discussion, Management Team thanked Fraser for the summary.</p>		
<b>13.</b>	<b>Strategic Issues</b>		
<b>14.1</b>	<b>Constitutional change</b> Fiona Kordiak advised work continues on the white paper.		
<b>14.2</b>	<b>Public Audit Arrangements</b> Diane McGiffen advised Management Team Caroline Gardner was on the interview panel to appoint a new Chair for the National Audit Office.		
<b>14.3</b>	<b>Staff Engagement</b>  Management Team clarified the format for monthly reporting of Management Team engagement at team meetings.  Management Team discussed the initial Re:connect session held on Friday 8 May.	<b>JW/EA Team</b>	<b>June 2014</b>
<b>15.</b>	<b>Draft Agenda for meeting on 6 May 2014</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting, a copy of which had been previously circulated.</p> <p>Management Team discussed and agreed those items for discussion.</p>		

<b>16.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted those items scheduled and suggested the inclusion of additional items for forthcoming meetings.	<b>ALL</b>	<b>May 2014</b>
<b>17.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>• Team Brief</li> <li>• Impact Group</li> <li>• Carbon Scrutiny Board and Plan</li> <li>• Working with Other Countries Strategy and Policy</li> </ul>		
<b>18.</b>	<b>AOB</b>  <b>Leadership Group Agenda</b> Management Team agreed the agenda for the meeting of the Leadership Group on 21 May 2014.		
<b>13.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 20 May 2014.</b>  <b>Apologies: None</b>  <b><i>Please give your apologies to Joy Webber (x 1606)</i></b>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 20 MAY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies:

In attendance: David Hanlon joined the meeting for **items 2, 3 and 4**  
 Joanna Stevenson joined the meeting for **item 7**  
 Angela Canning joined the meeting for **item 8**  
 David Blattman and Charlotte Allan joined the meeting for **items 9 and 10**  
 Alex Devlin joined the meeting for **items 11 and 12**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 13 May 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
<b>2.</b>	<b>Q4 Financial Performance Results</b>		
	<p><b>David Hanlon joined the meeting.</b></p> <p>David Hanlon introduced the Q4 Financial Performance Results report, a copy of which had previously been circulated.</p> <p>David invited Management Team to note the results also supported the Q4 corporate performance report.</p> <p>Management Team noted a number of adjustments had been made to the draft financial results. Following discussion, MT noted the draft report is subject to external audit scrutiny and approval will be sought by the Board in two weeks time.</p> <p>Management Team also discussed the impact of the change in the Companies Act for PLCs had in relation to FREM. Russell Frith agreed to produce a guidance note for our auditors explaining what they needed to be aware of for future audits.</p> <p>Management Team thanked David for his report.</p>	<b>RF</b>	<b>June 2014</b>
<b>3.</b>	<b>Q4 Corporate Performance Report</b>		
	Lynn Bradley introduced the Q4 Corporate Performance report, a copy of which had previously been circulated.		

	<p>Lynn invited Management Team to review and comment on the report.</p> <p>Following detailed discussion, Management Team noted the overall positive results reported and agreed a number of inputs around audit budget setting, clarifying reported figures, the inclusion of secondment income and identified the need to develop planning work for the next round of audits. Fraser McKinlay, Fiona Kordiak and Russell Frith agreed to liaise with Lynn in order to develop the narrative of the report before issue to the Audit Committee and Board.</p> <p>Management Team also agreed to discuss and agree targets around specific corporate objectives during Q1.</p> <p>Management Team thanked Lynn for the report which reflected the amount of activity and progress made during Q4.</p>	<p><b>FMcK/FK/ LB/RF</b></p> <p><b>ALL</b></p>	<p><b>June 2014</b></p>
<b>4.</b>	<b>Review of Business Groups Performance 2013/14</b>		
	<p>Lynn Bradley introduced the Business Groups Performance 2013/14 reports for ASG, Audit Strategy, PABV and CSG, copies of which had previously been circulated</p> <p>Management Team considered each of the reports in turn with each director identifying key points for discussion for their respective business group.</p> <p>Following detailed discussion, Management Team agreed the main areas for focus, improvement and development were around recruitment and resources, planning audit budgets and utilising consultancy budgets.</p>		
<b>5.</b>	<b>Review of Risk Management Arrangements</b>		
	<p>Lynn Bradley introduced the Review of Risk Management Arrangements report, a copy of which had previously been circulated</p> <p>Lynn invited Management Team to note progress to the proposed improvements to our risk management arrangements and agree the submission of the update to the Audit Committee meeting on 5 June 2014.</p> <p>Following detailed discussion, Management Team agreed we required to provide more context around our risk appetite, roles of risk champions and responsibilities. Fraser and Fiona would explore our risk appetite in further detail.</p> <p>In addition, Management Team would welcome the opportunity to explore alternative risk models and Lynn agreed to liaise with our internal auditors, TIAA and revert to Management Team.</p>	<p><b>LB</b></p>	<p><b>June 2014</b></p>

	<p>Management Team noted the good progress overall but agreed the policy would remain in draft for the purpose of reporting to the Audit Committee in June. Management Team also noted it was proposed to plan a risk workshop with the Audit Committee later in the year.</p>		
<b>6.</b>	<b>Corporate Risk Register</b>		
	<p>Lynn Bradley introduced the Corporate Risk Register, a copy of which had previously been circulated.</p> <p>Lynn invited Management Team to review and comment on the risk register, the format had been updated to provide a clearer summary of the status of each risk.</p> <p>Following detailed discussion, Management Team welcomed the changed format and agreed a number of amendments to the net score for some of the risks and the addition of further monitoring actions in advance of submitting the corporate risk register to the Audit Committee for their consideration on 5 June 2014.</p> <p><b>David Hanlon left the meeting.</b></p>		
<b>7.</b>	<b>Annual Report on Transparency</b>		
	<p><b>Joanna Stevenson joined the meeting.</b></p> <p>Russell Frith introduced the Annual Report on Transparency, a copy of which had previously been circulated.</p> <p>Russell invited Joanna to provide summarise the report.</p> <p>Joanna invited Management Team to note the results of the quality monitoring activities for the year detailed within this report which was prepared to provide assurance to the Audit Committee and the Board prior to sign-off of the Annual Report and Accounts.</p> <p>Following discussion, Management Team welcomed the assurance this report provided. Management Team suggested a couple of additional points be included in the summary.</p> <p>Management Team thanked Joanna and Russell for the report.</p> <p><b>Joanna Stevenson left the meeting.</b></p>		
<b>8.</b>	<b>Update Report on Equalities</b>		
	<b>Angela Canning, David Blattman and Charlotte Allan joined the meeting.</b>		

	<p>Angela Canning introduced the Update Report on Equalities, a copy of which had previously been circulated.</p> <p>Angela invited Management Team to note this was an interim update with the next formal report due in April 2015.</p> <p>Management Team noted the good progress made against our equalities agenda and following discussion approved the paper for submission to the Board and Accounts Commissions.</p> <p>Following further discussion, Management Team noted work planned over the summer to streamline some of the measures reported on and engagement with staff.</p> <p>Management Team thanked Angela for the update.</p> <p><b>Angela Canning left the meeting.</b></p>		
<b>9.</b>	<b>PAD Outturn April 2014</b>		
	<p><b>David Blattman and Charlotte Allan joined the meeting.</b></p> <p>David Blattman introduced the PAD Outturn April 2014 report, a copy of which had previously been circulated.</p> <p>David invited Management Team to review and comment on the findings following the conclusion of the 2013/14 PAD cycle.</p> <p>Following detailed discussion, Management Team requested the report be updated to reflect the training and development data for the last three years and information regarding the review of the PAD process.</p> <p>Management Team would welcome a further discussion prior to sharing the update with staff.</p>	<b>DB</b>	<b>June 2014</b>
<b>10.</b>	<b>Annual Report on Health and Safety – 2013/14</b>		
	<p>David Blattman introduced the Annual Report on Health and Safety – 2013/14, a copy of which had previously been circulated.</p> <p>David advised Management Team there were no issues to report during the period and invited any comments.</p> <p>Management Team noted the report and welcomed the Health and Safety Committees key priorities for the coming year.</p> <p>Management Team thanked David and Charlotte for the assurance contained within the report.</p>		



	<b>David Blattman and Charlotte Allan left the meeting.</b>		
<b>11.</b>	<b>Annual Report on Freedom of Information and Environmental Information Arrangements</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the Annual Report on Freedom of Information and Environmental Information Arrangements paper, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the annual review and approved its submission to the Audit Committee, subject to minor amendment.</p> <p>Following further detailed discussion, Management Team requested Alex bring a summary review of our current FOI process by end July.</p>	<b>A Devlin</b>	<b>July 2014</b>
<b>12.</b>	<b>Data Incident/Loss</b>		
	<p>Alex Devlin introduced the Data Incident/Loss report, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the incident reported and steps taken to limit the possibility of a similar incident occurring.</p> <p>Following discussion, Management Team noted the incident and approved the report for submission to the Audit Committee for their information.</p> <p><b>Alex Devlin left the meeting.</b></p>		
<b>13.</b>	<b>Strategic Issues</b>		
<b>14.1</b>	<b>Constitutional change</b> There was no update.		
<b>14.2</b>	<b>Public Audit Arrangements</b> Russell Frith advised Management Team the Auditor General for Wales had issued a new code of practice.		
<b>14.3</b>	<b>Staff Engagement</b> Management Team discussed the feedback received from the initial Re:connect sessions.		
<b>15.</b>	<b>Draft Agenda for meeting on 20 May 2014</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting, a copy of which had been previously circulated.</p> <p>Management Team discussed and agreed those items for</p>		

	discussion.		
<b>16.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted those items scheduled and suggested the inclusion of additional items for forthcoming meetings.	<b>ALL</b>	
<b>17.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>• End of year results</li> <li>• Business group reviews</li> </ul>		
<b>18.</b>	<b>AOB</b>  <b><i>Board and Remuneration Committee</i></b> Diane briefed Management Team on the agendas for the respective meetings on Thursday 22 May. Diane also advised Ian Leitch would be chairing his first Remuneration Committee meeting.		
<b>19.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 27 May 2014.</b>  <b>Apologies: Caroline Gardner</b>  <b><i>Please give your apologies to Joy Webber (x 1606)</i></b>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 10 JUNE 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 110 GEORGE STREET, EDINBURGH.**

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

Apologies:

In attendance: David Hanlon and Stephen Aird of Scottish Future Trusts joined the meeting for **item 3**  
 James Gillies and Mark Taylor joined the meeting for **items 5 and 6**  
 Fiona Mitchell-Knight joined the meeting for **item 7**

1.	<b>Minutes</b>		
	The draft minutes dated 27 May 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
2.	<b>Edinburgh Property Planning with Scottish Future Trusts (SFT)</b>		
	<p><b>David Hanlon and Stephen Aird (Scottish Future Trusts) joined the meeting.</b></p> <p>David introduced Stephen Aird to Management Team. Stephen provided a brief summary of his career before introducing his presentation, a copy of which had previously been circulated.</p> <p>Stephen highlighted the main findings from the presentation which included the analysis of desk usage at both offices in George Street and Management Team noted that on most occasions rooms were not used to capacity.</p> <p>Following discussion it was noted that a site visit to the offices of SFT could be arranged. It was agreed that the next steps were to develop the project plan, engage with colleagues on the office move and to consider appointing external specialists to support consultation on the move.</p> <p>Management Team thanked Stephen for his very informative presentation.</p> <p><b>David and Stephen left the meeting.</b></p>	<b>JW</b>	<b>July / August 2014</b>

3.	<b>Public Services Reform (Scotland) Act – Draft Statements</b>		
	<p>Diane introduced the Public Services Reform (Scotland) Act – Draft Statements on Exercise of Public Functions report, a copy of which had previously been circulated.</p> <p>Fraser would provide further comment on the draft.</p>	<b>FMcK</b>	<b>June 2014</b>
4.	<b>Comms Digest</b>		
	<p><b>James Gillies and Mark Taylor joined the meeting.</b></p> <p>James Gilles introduced the Comms Digest, a copy of which had previously been circulated.</p> <p>James confirmed that Kirsty Gibbins was currently reviewing the accessibility of Comms Digest and that it would be made more widely available and easier to access for all staff.</p> <p>James invited Management Team to note the key items flagged in the Comms Digest, namely the publication of PAC’s report on Police Reform and Audit Scotland’s apprenticeship report.</p>	<b>JG</b>	<b>June 2014</b>
5.	<b>Audit Hotlist</b>		
	<p>Mark Taylor introduced the Hotlist of Emerging Audit Risks report, a copy of which had previously been circulated.</p> <p>Mark highlighted the eight key emerging / developing audit risks and its potential impact. A discussion followed on the content of the ‘watch list’ and Management Team expressed interest that no councils appeared on the list.</p> <p>Mark agreed on behalf of ASG ADs to alert James to any out of the ordinary ASG reports to allow him to prepare for media requests.</p> <p>Management Team thanked Mark for the report</p> <p><b>Mark and James left the meeting.</b></p>	<b>ASG Ads</b>	<b>ongoing</b>

<b>6.</b>	<b>Joint work with other scrutiny bodies: lessons learned</b>		
	<p><b>Fiona Mitchell-Knight joined the meeting.</b></p> <p>Fiona Mitchell-Knight introduced the Joint Work with other Scrutiny Bodies: Lessons Learned report, a copy of which had previously been circulated.</p> <p>Fiona highlighted the key points from the report which were noted by Management Team.</p> <p>Management Team agreed that should a similar issue arise in the future, consultation should be undertaken and all options should be investigated, prior to action being taken with the scrutiny body.</p> <p>Management Team thanked Fiona for the report.</p> <p><b>Fiona left the meeting.</b></p>		
<b>8.</b>	<b>Strategic Issues</b>		
<b>8.1</b>	<b>Constitutional change</b>		
	There was no update given at the meeting.		
<b>8.2</b>	<b>Public Audit Arrangements</b>		
	There was no update given at the meeting.		
<b>8.3</b>	<b>Staff Engagement</b>		
	There was no update given at the meeting.		
<b>9.</b>	<b>Draft Agenda for Management Team meetings on 17 June 2014</b>		
	Management Team noted the contents of the draft agenda.		
<b>10.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team noted those items scheduled on the planner.		
<b>11.</b>	<b>Key messages to colleagues</b>		
	There was no update given at the meeting.		
<b>12.</b>	<b>AOB</b>		
	Management Team agreed that there was no further business to be considered.		

13.	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 17 June 2014.</b>  <b>Apologies: None</b>  <i>Please give your apologies to Joy Webber (x 1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 17 JUNE 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: Diane McGiffen

In attendance: Mark Taylor, Alasdair Craik and Geoff Lees joined the meeting for *item 2*

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 10 June 2014, which had been previously circulated, were approved as an accurate record, subject to minor amendment.		
<b>2.</b>	<b>New Requirements for Audit of EAFA</b>		
	<p><b>Mark Taylor, Alasdair Craik and Geoff Lees joined the meeting.</b></p> <p>Mark Taylor introduced the New Requirements for Audit of EAFA report, a copy of which had previously been circulated.</p> <p>Mark provided Management Team with an outline of the changes to the current requirements for the European Agricultural Find Accounts (EAFA) audit work which the European Commission had committed to for the next four years.</p> <p>Mark invited Management Team to consider and approve the proposal for Audit Scotland to undertake the expanded scope of work in relation to the EAFA audit. Following discussion, Management Team agreed Audit Scotland would undertake the work.</p> <p>Management Team then considered the resourcing options contained within the report. Management Team discussed the mix of grades of staff needed to perform different elements of the audit work and agreed the creation of a small core team would be augmented by identified and trained in-house staff at peak times.</p> <p>In terms of transitional issues, Mark advised Management Team the main priority would be starting the EAFA inspection programme in August. Given the tight timeline, Management Team discussed the need to manage existing priorities to avoid impacting on the wellbeing of staff.</p> <p>Fraser encouraged early discussion with Graham Greenhill,</p>	<b>MTaylor</b>	<b>June 2014</b>

	<p>Gordon Smail and Claire Sweeny to assess available resource. Mark should also liaise with David Blattman in relation to recruitment and David Hanlon regarding budgeting matters.</p> <p>Following further discussion, Management Team thanked Mark, Alistair and Geoff for the informed discussion. Caroline invited Mark and Fiona to present a paper to the Board in August.</p> <p><b>Mark Taylor, Alasdair Craik and Geoff Lees left the meeting.</b></p>	<b>MTaylor / FKordiak</b>	<b>August 2014</b>
<b>3.</b>	<b>Strategic Issues</b>		
<b>3.1</b>	<p><b>Constitutional change</b></p> <p>Fiona Kordiak provided an update in relation to ongoing work on the white paper.</p>		
<b>3.2</b>	<p><b>Public Audit Arrangements</b></p> <p>There was no update given at the meeting.</p>		
<b>3.3</b>	<p><b>Staff Engagement</b></p> <p>There was no update given at the meeting.</p>		
<b>4.</b>	<b>Key messages to colleagues</b>		
	European Agricultural Find Accounts (EAFA).		
<b>5.</b>	<p><b>AOB</b></p> <p>In Diane's absence, Management Team discussed the format for the Leadership Group meeting on Wednesday 18 June.</p>		
<b>6.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 1 July 2014.</b></p> <p><b>Apologies: None</b></p> <p><b><i>Please give your apologies to Joy Webber (x 1606)</i></b></p>		



**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 1 JULY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies joined the meeting for **items 2 and 3**  
 David Henning joined the meeting for **item 4**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 17 June 2014, which had been previously circulated, were approved as an accurate record.		
<b>2.</b>	<b>Comms Digest and Team Brief</b>		
	<p><b>James Gillies joined the meeting.</b></p> <p>James Gillies introduced the Comms Digest and Team Brief report, a copy of which had previously been circulated.</p> <p>James invited Management Team to note the main highlights in the Comms Digest including the publication of the report on school education, including a number of subsequent FOI requests, and the costs of the White Paper on independence.</p> <p>There was a general discussion around how we currently respond to follow up requests for information and Fraser advised he would ask Angela Canning to provide an updated note on our process for dealing with FOI requests for information.</p> <p>James invited comments from Management Team on July's edition of Team Brief. Diane suggested an acknowledgement of Audit Services current peak in work should be included at item 2.</p> <p>Management Team then discussed the social media item and the ability of staff to access these through our systems and network. Management Team agreed the need for a coherent policy. Diane advised this work had started and James agreed to continue developing this.</p>	<p><b>FMcK/AC</b></p> <p><b>JG</b></p>	<p><b>Aug 2014</b></p> <p><b>Aug 2014</b></p>
<b>3.</b>	<b>Hotlist of Emerging Audit Risks</b>		

	<p>Fiona Kordiak introduced the Hotlist of Emerging Audit Risks report, a copy of which had previously been circulated.</p> <p>Fiona invited Management Team to consider the audit work underway on each item reported, including the four new issues.</p> <p>Management Team considered and discussed each of the items reported in detail together with the matters on the Watch list. Management Team considered and agreed the closure of four items where audit work was currently ongoing.</p> <p><b>James Gillies left the meeting.</b></p>		
<b>4.</b>	<b>SQL/BI Developer Recruitment</b>		
	<p><b>David Henning joined the meeting.</b></p> <p>David Henning introduced the SQL/BI Developer Recruitment report, a copy of which had previously been circulated.</p> <p>David invited Management Team to note two previous rounds of recruitment had failed to secure an appropriate candidate with the relevant skills and experience needed to develop, manage and lead the Audit Intelligence and MKI projects. In order to attract an individual with these skills he sought approval to recruit in the Added Value Zone.</p> <p>Management Team discussed the impact this delay in recruitment was having and agreed the approach proposed.</p> <p>In addition, David sought approval to adopt a more flexible style of recruiting through the use of social media. Management Team agreed with the benefits of this approach.</p> <p>Following detailed discussion on the structure, capacity and investment required in ISG, Management Team invited David to join them at the next meeting to provide an update on our IT Strategy.</p> <p><b>David Henning left the meeting.</b></p>	<b>DHenning</b>	<b>Jul 2014</b>
<b>5.</b>	<b>Understanding our Costs</b>		
	<p>Russell Frith introduced the Understanding Our Costs: Cost of Audit 2012/13 report, a copy of which had previously been circulated.</p> <p>Russell invited Management Team to note the summary of the costs of audit for the last audit year, 2012/13 and that the results from the analysis would input to our current funding and fee arrangements review work.</p> <p>Management Team discussed the results from the sector and auditor analysis in detail. During discussion, Management</p>		

	<p>team agreed the need to consider rebalancing fee arrangements for smaller and larger audit bodies as part of the review work.</p> <p>Fiona queried the results quoted in Table 3 were final. Russell advised he would arrange to have the data repopulated to provide a breakdown of AGS and AC work.</p>	<b>RFrith</b>	<b>Aug 2014</b>
<b>6.</b>	<b>Performance Audit and Best Value – One Year On</b>		
	<p>Fraser McKinlay introduced the Performance Audit and Best Value: One Year On report, a copy of which had previously been circulated.</p> <p>Fraser invited Management Team to note the achievements of the new PABV group and welcomed any feedback from Management Team.</p> <p>Management Team welcomed the updated and acknowledged how much work had been achieved during the first year, while recognising and agreeing those areas identified for continued development and improvement.</p>		
<b>7.</b>	<b>Strategic Issues</b>		
<b>7.1</b>	<b>Constitutional Change</b>		
	There was no update given at the meeting.		
<b>7.2</b>	<b>Public Audit Arrangements</b>		
	Russell advised new accounting regulations for Local Government in Scotland effective 2015/16 are to be formally approved by end September.		
<b>7.3</b>	<b>Staff Engagement</b>		
	<p>Joy invited introduced the schedule of team and staff meetings Management Team were attending during July and August.</p> <p>Fiona advised of three further PABV sub team meetings which Management Team were invited to join. Joy and the EAs would coordinate attendance.</p>	<b>JWebber</b>	<b>Jul 2014</b>
<b>8.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>- Team Brief</li> <li>- PABV</li> </ul>		
<b>9.</b>	<b>AOB</b>		
	Management Team proposed that those who were attending the Holyrood Summer School on 14 and 15 August would be invited to feedback to Management Team in September	<b>JWebber</b>	<b>Sept 2104</b>

	2014.		
<b>10.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:  <b>Tuesday 29 July 2014.</b></p> <p><b>Apologies: Fiona Kordiak</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 29 JULY 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 110 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen  
 Caroline Gardner  
 Russell Frith  
 Fraser McKinlay

Apologies: Fiona Kordiak

In attendance: Charlie Maclean-Bristol joined the meeting for **item 2**  
 Alex Devlin joined the meeting for **items 2, 7 and 8**  
 David Henning joined the meeting for **item 3**  
 Claire Sweeney joined the meeting for **item 4**  
 Joanna Stevenson joined the meeting for **item 5**

<b>1.</b>	<b>Minutes</b>		
	The draft minutes dated 1 July 2014, which had been previously circulated, were approved as an accurate record, subject to a minor amendment.		
<b>2.</b>	<b>Business Continuity Arrangements - Exercises</b>		
	<p><b>Charlie Maclean-Bristol and Alex Devlin joined the meeting.</b></p> <p>Alex Devlin presented the Business Continuity Arrangements – Exercises Report, a copy of which had previously been circulated. Alex introduced Charlie Maclean-Bristol to Management Team and invited him to present the key findings from the three exercises undertaken.</p> <p>Charlie invited Management Team to note the reports from the exercises and the recommendations to improve our business continuity arrangements, namely greater clarity around responsibility and roles, the need to separate the plan from the policy, develop communication protocols and establish regular training and familiarisation of the arrangements.</p> <p>Management Team welcomed the feedback and discussed the need to revisit our business continuity arrangements.</p> <p>Management Team thanked Charlie for his recommendations which would assist Alex in developing a timetable to refresh our current plan for issue in the Autumn/Winter 2014.</p> <p><b>Charlie Maclean-Bristol and Alex Devlin left the meeting.</b></p>	<b>A Devlin</b>	<b>Aug 2014</b>
<b>3.</b>	<b>Information Services Workforce Planning</b>		
	<b>David Henning joined the meeting.</b>		

	<p>David Henning introduced the Information Services Workforce Planning report, a copy of which had previously been circulated.</p> <p>David invited Management Team to consider and approve the proposed workforce structure for Information Services which would involve recruitment, re-grading of roles and updating job descriptions to provide the skills and capabilities required to meet Audit Scotland future IT needs.</p> <p>Following detailed discussion, Management Team considered and approved each recommendation in turn, while acknowledging the proposed changes would effect a slight increase in costs, there would be no increase to current establishment.</p> <p>In addition, Management Team would welcome a future discussion on the longer term strategy for IT.</p> <p>On a more general point, Management Team wished to have a standard template for comparing staffing costs and Diane McGiffen agreed to take this forward with HR and Finance.</p> <p><b>David Henning left the meeting.</b></p>	<p><b>D Henning</b></p> <p><b>D McGiffen</b></p>	<p><b>Sept 2014</b></p> <p><b>Aug 2014</b></p>
<b>4.</b>	<b>Public Bodies (Joint Working) (Scotland) Act</b>		
	<p><b>Claire Sweeney joined the meeting.</b></p> <p>Claire Sweeney introduced the Draft Response to Consultation on Regulations and Orders Relating to Public Bodies (Joint Working) (Scotland) Act report, a copy of which had previously been circulated.</p> <p>Claire advised Management Team of the two sets of Regulations the Scottish Government are seeking views on. Claire and Neil Cameron had considered the regulations and drafted a response which she welcomed Management Team's comments.</p> <p>Management Team discussed the main issues which had arisen so far, in particular role of the chair, voting rights, reporting, partners and the implication of more prescription.</p> <p>Following detailed discussion, Management Team provided comments on the response and thanked Claire and Neil for this</p> <p><b>Claire Sweeney left the meeting.</b></p>		
<b>5.</b>	<b>Audit Materiality – A Review</b>		
	<p><b>Joanna Stevenson joined the meeting.</b></p> <p>Russell Frith introduced the Audit Materiality – A Review</p>		

	<p>report, a copy of which had previously been circulated.</p> <p>Russell invited Joanna Stevenson to provide a summary of key findings of the review which had been undertaken following the publication of a thematic inspection review by the Financial Reporting Council.</p> <p>Joanna advised Management Team that our review echoed some of the FRC's concerns relating to the setting of materiality levels by some firms for audits for Audit Scotland.</p> <p>Management Team discussed the findings and noted the impact already achieved in relation to reducing the levels set on local government audits for 2013/14.</p> <p>In addition, Management Team acknowledged the findings will form part of the work to inform our auditor scorecards and the review of the Code of Audit Practice and procurement strategy.</p> <p>In relation to the Code of Audit Practice, Management Team would welcome an update to include how we can adopt the principles of ISA 700 in our own audit reporting requirements.</p> <p><b>Joanna Stevenson left the meeting.</b></p>	<p><b>R Frith</b></p>	<p><b>Aug 2014</b></p>
<p><b>6.</b></p>	<p><b>Leased Cars Tender</b></p>		
	<p>Diane McGiffen introduced the Leased Cars Tender report, a copy of which had previously been circulated.</p> <p>Diane advised Management Team of the progress in creating a tender to secure the supply of leased cars to staff and invited any comments.</p> <p>Management Team welcomed the update agreeing the need to ensure value for money and clarifying length of lease terms. Management Team approved the commencement of the tender process.</p>		
<p><b>7.</b></p>	<p><b>Audit Scotland Members' Code of Conduct</b></p>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the Audit Scotland Members' Code of Conduct report, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the review of the updated Members' Code of Conduct and requested approval to submit same to the Audit Committee and Board on 20 August 2014.</p> <p>Management Team discussed the impact of the changes which had been made to the Members' Code of Conduct to align this with the new Model Code of Conduct published by</p>		

	<p>the Scottish Government in February 2014.</p> <p>Following discussion, Management Team approved the Members' Code of Conduct to the Audit Committee and Board at their meetings on 20 August and requested Alex liaise with Paul Reilly, Secretary and Business Manager for the Accounts Commission, to ensure the Code of Conduct for the Accounts Commission had similarly been reviewed and updated.</p>	<b>A Devlin</b>	<b>Aug 2014</b>
<b>8.</b>	<b>TIAA, Internal Auditors</b>		
	<p><b>Andrew Fife, Caron Quinn and Alex Cameron joined the meeting.</b></p> <p>Diane McGiffen welcomed Andrew Fife, Carol Quinn and Alex Cameron to the meeting and introduced Management Team members.</p> <p>Andrew Fife thanked Management Team for the opportunity to meet with them in advance of individual discussions scheduled later in the day.</p> <p>Andrew briefly outlined the TIAA team to Management Team, highlighting Caron Quinn would be our point of contact for all matters relating to the programme of work they would be undertaking.</p> <p>Diane initiated a roundtable discussion to provide TIAA with initial comments from Management Team which, together with discussion at the individual meetings, would feed in to the outline draft scope to be prepared and presented by TIAA to the Audit Committee for discussion in August.</p> <p><b>Alex Devlin, Andrew Fife, Caron Quinn and Alex # left the meeting.</b></p>		
<b>9.</b>	<b>Strategic Issues</b>		
<b>9.1</b>	<b>Constitutional Change</b>		
	There was no update given at the meeting.		
<b>9.2</b>	<b>Public Audit Arrangements</b>		
	There was no update given at the meeting.		
<b>9.3</b>	<b>Staff Engagement</b>		
	Management Team discussed the next development session scheduled for Tuesday 5 August with Tony Page.		
<b>10.</b>	<b>Key messages to colleagues</b>		
	- Business Continuity Arrangements		



	- Internal Auditors		
<b>5.</b>	<b>AOB</b> There were no other matters arising.		
<b>6.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 12 August 2014.</b>  <b>Apologies: None</b>  <i>Please give your apologies to Joy Webber (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 12 AUGUST 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies joined the meeting for **items 2 and 3**  
 Mark Taylor joined the meeting for **items 2, 3, 4, 5**  
 Angela Cullen joined the meeting for **items 2, 3, 4, 5**  
 David Hanlon joined the meeting for **items 5, 6, 7, and 8**  
 Jennie Slessor joined the meeting for **item 5**  
 Martin Walker joined the meeting for **items**  
 Ian Metcalfe joined the meeting for **item 7**

1.	<b>Minutes</b>		
	The draft minutes dated 29 July 2014, which had been previously circulated, were approved as an accurate record.		
2.	<b>Comms Digest</b>		
	<p><b>James Gillies, Mark Taylor and Angela Cullen joined the meeting.</b></p> <p>James Gillies introduced the Comms Digest Report, a copy of which had previously been circulated.</p> <p>James highlighted the key issues and invited any comments from Management Team.</p> <p>Management Team requested clarification of the current process for keeping Board members up to date and Joy Webber advised the report is circulated to the Board once Management Team have reviewed and commented on same.</p> <p>Following discussion, Management Team welcomed the update.</p>		
3.	<b>Hotlist of Emerging Audit Risks</b>		
	<p>Mark Taylor introduced the Hotlist of Emerging Audit Risks report, a copy of which had previously been circulated.</p> <p>Mark invited Management Team to consider and approve the closure of four items from the list, note the new and current work underway, the status of this and identify where there was need for additional work other than as reported.</p> <p>Management Team were interested to learn how judgements</p>		

	<p>were made in identifying and reporting the audit risks. Mark advised the Assistant Directors discussed, challenged and agreed the report before issue to Management Team for review and approval.</p> <p>Following detailed discussion, Management Team thanked Mark for the update and approved the changes to the watch list.</p> <p><b>James Gillies left the meeting.</b></p>		
<b>4.</b>	<b>New Audit Requirements Impacting on 2015/16 Budget</b>		
	<p><b>David Hanlon and Jennie Slessor joined the meeting.</b></p> <p>Fiona Kordiak introduced the New Audit Requirements Impacting on 2015/16 Budget report, a copy of which had previously been circulated.</p> <p>Mark Taylor invited Management Team to note the additional resource required for ASG and the impact on 2015/16 budget assumptions. Management Team were also asked to consider and approve the report prior to submission for consideration by the Board on 20 August 2014.</p> <p>Management Team queried whether we had received assurance on fees for the EAFA audit work and Fiona advised she would endeavour to have the assurance requested in early course.</p> <p>Following further discussion, Management Team agreed the content of the paper should be included as an annex to the core budget paper.</p>		
<b>5.</b>	<b>2015/16 Budget</b>		
	<p>David Hanlon introduced the 2015/16 Budget report, a copy of which had previously been circulated.</p> <p>David invited Management Team to review and discuss the contents of the initial draft budget submission for 2015/16 and cost projections for the following three years.</p> <p>Management Team noted the requirement to submit a full budget proposal for 2015/16 to the SCPA by Friday 19 September.</p> <p>Management Team considered the high level assumptions relating to pay costs, pension, contingency property and capital expenditure and staff establishment projections.</p> <p>During detailed discussions, Management Team noted the variables in establishment related primarily to ASG in resourcing EAFA audit work. Recruitment, use of agency</p>		

<p>staff, training and development were key elements to consider as well as the current pay and grading review.</p> <p>Management Team thanked David for an informative report and welcomed David's offer to return with more detail on the proposed budget to the meeting on 26 August 2014.</p> <p><b>Workforce Plan 2015/16</b></p> <p>Jennie Slessor introduced the Workforce Pan 2015/16 report, a copy of which had previously been circulated.</p> <p>Jennie invited Management Team to note this report had been prepared in conjunction with David Hanlon's 2015/16 Budget report and welcomed any comments to enable a final plan to return to Management Team for approval on 9 September before submission to the Board at their meeting on 18 September 2014.</p> <p>Following detailed discussion, Management Team welcomed the alignment of the plan with the budget and suggested the inclusion of key drivers for one organisational working, development of staff and talent management would be valuable as well as providing more detail around the pay and grading review and opportunities within Audit Scotland.</p> <p><b>Mark Taylor left the meeting.</b></p> <p><b>Business Group Plans for Budget</b></p> <p>Fiona Kordiak introduced Audit Services Budget which identified and aligned with resource requirements stated previously as a result of EFAA audit work. Management Team considered the plan, discussing resource options and the streamlining project which will help deliver one organisation working.</p> <p>Russell Frith introduced the Budget for Audit Strategy highlighting the current volatile audit landscape given the possible new forms of public bodies and new audit areas emerging post referendum. Following discussion, Management Team discussed capacity within the team given the anticipated increase in the level of outputs required, and recommended linking into resource across Audit Scotland.</p> <p>David Hanlon introduced the BSS and Facilities Budget where the main focus was around costs which will be incurred in securing a new Edinburgh office. Management Team acknowledged following the move we anticipate there will be recurring revenue savings from 2016/17 onwards.</p> <p>David Hanlon introduced the Budget for Corporate Services Group which confirmed there was little change from the 2013 workforce plan however savings have been achieved in rationalising network and software arrangements. Work on developing internal efficiencies remains a key focus.</p>	<p><b>D Hanlon</b></p>	<p><b>Aug 2014</b></p>
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	<p>Angela Cullen introduced PABV's Budget highlighting the number of audit commitments already planned for 2015/16. There is a requirement to build in contingency for unplanned or reactive work given the increase in investigations arising and increased statutory reporting.</p> <p>Following discussion on each Budget Management Team recognised there were clear opportunities to develop and encourage one organisation working across all groups.</p> <p><b>Angela Cullen and Jennie Slessor left the meeting.</b></p>		
<b>6.</b>	<b>Q1 Financial Report</b>		
	<p><b>Martin Walker joined the meeting.</b></p> <p>David Hanlon introduced the Financial Results – 3 Months to June 2014 report, a copy of which had previously been circulated.</p> <p>David invited Management Team to note the financial results for quarter one and approve the submission of the report to the Audit Scotland Board on 20 August.</p> <p>Management Team noted the underspend was linked to lower operating costs and expenditure costs together with higher fee income while staff costs were on budget.</p> <p>In relation to the Board report, Management Team requested drawing out further detail around our income and budget planning for the benefit of the members.</p>	<b>D Hanlon</b>	<b>Aug 2014</b>
<b>7.</b>	<b>Q1 Performance Report</b>		
	<p><b>Ian Metcalfe joined the meeting.</b></p> <p>Diane welcomed Martin Walker, in his new role as Assistant Director, Corporate Performance and Risk, to the meeting.</p> <p>Martin introduced the Q1 Performance Report 2014/15 a copy of which had previously been circulated.</p> <p>Martin invited Management Team to review this report and agree its submission for the Board's consideration. Management Team discussed consider whether additional attention should be given to any area.</p> <p>Following discussion, Management Team agreed the overall direction of travel appears to be sound but considered the information should be used to drive our strategy and how this will connect with the four workstreams, our aspiration to be world class and where we go next.</p> <p>Following consideration of the risks, Management Team agreed the report for the Board.</p>		

	<b>Martin Walker and Ian Metcalfe left the meeting.</b>		
<b>8.</b>	<b>Business Support Services Structure</b>		
	<p>David Hanlon introduced the Business Support Services Structure report, a copy of which had previously been circulated.</p> <p>David invited Management Team to approve the proposal to amend the current structure by creating a new Grade D role, deletion of a B Grade role and the need for two fixed terms appointments to cover maternity leave.</p> <p>Management Team welcomed the report and supported the review of the current structure. Following detailed discussion, Management Team approved the extension of the Grade D secondee until further work around specifics duties of the role were clarified in the areas of becoming world class and the new Edinburgh property. Management Team approved the two fixed terms contracts for maternity cover.</p>	<b>D Hanlon</b>	<b>Sept 2014</b>
<b>9.</b>	<b>Working with Other Countries 2014/16 Strategy and Supporting Policy</b>		
	Management Team approved the Strategy and Policy for submission to the Board.		
<b>10.</b>	<b>Policy for the Provision of non-audit services by External Auditors</b>		
	<p>Russell Frith introduced the Policy for the Provision of non-audit services by External Auditors report, a copy of which had previously been circulated.</p> <p>Russell invited Management Team to agree the resubmission of the policy to the Audit Committee and Board for approval. Management Team agreed.</p>		
<b>11.</b>	<b>Internal Audit Recommendations: Progress Report</b>		
	<p>Diane McGiffen introduced the Internal Audit Recommendations: Progress Report, a copy of which had previously been circulated.</p> <p>Diane invited Management Team to note the progress on the implementation of outstanding audit recommendations.</p> <p>Management Team welcomed the update.</p>		
<b>12.</b>	<b>Information Governance Policies Annual Review</b>		
	Diane McGiffen introduced the Information Governance Policies Annual Review report, a copy of which had previously been circulated.		

	<p>Diane invited Management Team to agree submission of the updated policies to the Board for their approval.</p> <p>Following discussion, Management Team approved their submission to the Board.</p>		
<b>13.</b>	<b>Accounts Commission Draft Agenda for 21 August 2014</b>		
	<p>Fraser McKinlay introduced the Accounts Commission Draft Agenda for 21 August 2014. Management Team were invited to note the format of the PABV/AC workshop proposed.</p> <p>Management Team noted the programme for the joint workshop.</p>		
<b>14.</b>	<b>Development of PABV Programme 2015/16</b>		
	<p>Fraser McKinlay introduced the PABV Programme 2015/16 report, a copy of which had previously been circulated.</p> <p>Fraser invited Management Team to note the approach and timescales for development of the PABV work programme for 2015/16, the programme for the joint AGS/AC session on 21 August 2014.</p> <p>Following discussion, Management Team welcomed the update.</p>		
<b>15.</b>	<b>Draft Agenda Management Team Meeting 19 August 2014</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting and invited any comments.</p> <p>Management Team discussed the agenda and agreed to devote the next meeting to developing the four workstreams.</p>		
<b>16.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>- Q1 Financial Report</li> <li>- Q1 Corporate Performance Report</li> </ul>		
<b>17.</b>	<b>AOB</b>		
	<ul style="list-style-type: none"> <li>- Management Team reviewed the proposed Audit Committee and Board agendas for their respective meetings on 20 August 2014.</li> <li>- Diane invited all members of Management Team to attend the Risk Workshop being facilitated by TIAA for the Board on 20 August 2014.</li> </ul>		
<b>18.</b>	<b>Date of next meeting</b>		

	<p>The next Management Team meeting will be held on: <b>Tuesday 19 August 2014.</b></p> <p><b>Apologies: None</b></p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		
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**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 26 AUGUST 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: David Hanlon joined the meeting for **item 3**  
 Ronnie Nicol joined the meeting for **item 4**  
 David Blattman and Angela Canning joined the meeting for **item 5**

<b>1.</b>	<b>Minutes</b>		
	Subject to amendment, the draft minute dated 12 August 2014, was approved as an accurate record of the business conducted on that date.		
<b>2.</b>	<b>Changes to PABV Establishment in 2015/16</b>		
	<p>Fraser McKinlay introduced the Changes to PABV Establishments in 2015/16 report, a copy of which had previously been circulated.</p> <p>The report sought to provide additional information to that considered by Management Team on 12 August 2014 in respect of revisiting the VERA business case for a member of staff and other changes to PABV establishment and staffing profile.</p> <p>Following discussion, Management Team agreed to endorse the proposed changes included in the report.</p>		
<b>3.</b>	<b>2015/16 Budget</b>		
	<p><b>David Hanlon joined the meeting</b></p> <p>David Hanlon introduced an update to the draft Budget report for 2015/16 to allow Management Team to agree cost and fee profiles.</p> <p>Management Team noted the positive discussions at the Board meeting on 20 August 2014 and welcomed the opportunity to further consider the small increases in fees for the next audit year (2014/15).</p> <p>Following discussion, Management Team requested further</p>		

	<p>sensitivity analysis and options to address gaps. This would be considered alongside the draft submission at the Management Team meeting on 9 September.</p> <p>Russell Frith agreed to provide a further sectorial analysis at the meeting of 9 September.</p> <p>Management Team welcomed the update.</p> <p><b>David Hanlon left the meeting.</b></p>	<p><b>DH</b></p> <p><b>RF</b></p>	<p><b>Sept 2014</b></p> <p><b>Sept 2014</b></p>
<b>4.</b>	<b>Review of Auditing Best Value</b>		
	<p><b>Ronnie Nicol joined the meeting.</b></p> <p>Ronnie Nicol introduced the Review of Auditing Best Value report, a copy of which had previously been circulated.</p> <p>He invited Management Team to comment on and approve the future direction of travel for Auditing Best Value within existing resources.</p> <p>Management Team agreed that the report provided an excellent summary of the history of Best Value work within the organisation and a discussion followed.</p> <p>Management Team endorsed in principle the next stages of the review.</p> <p><b>Ronnie Nicol left the meeting.</b></p>		
<b>5.</b>	<b>Pilotlight Evaluation</b>		
	<p><b>David Blattman and Angela Canning joined the meeting.</b></p> <p>David Blattman introduced the Pilotlight Evaluation report, a copy of which had previously been circulated.</p> <p>He invited Angela Canning, a participant during the first year of the project, to give an overview of her experience of the Pilotlight programme to date.</p> <p>Management Team welcomed the overview and noted the very positive impact experienced by participants.</p> <p>Following discussion Management Team agreed to continue to engage with and support participation in the Pilotlight programme.</p> <p><b>David Blattman and Angela Canning left the meeting.</b></p>		
<b>6.</b>	<b>All Sector Planning Conference</b>		
	Russell Frith introduced the draft agenda for the next All		

	<p>Sector Planning Conference scheduled to be held on Monday 6 October 2014.</p> <p>Management Team discussed the agenda and Russell Frith agreed to invite a representative of the Financial Reporting Council to speak at the conference.</p> <p>The format of the agenda was discussed and Management Team agreed that the external speaker would be followed by a panel discussion.</p> <p>Management Team welcomed the opportunity to contribute to the format of the conference.</p>	<b>RF</b>	<b>Asap</b>
<b>7.</b>	<b>Accounts Commission Committees Draft Agenda</b>		
	<p>Diane McGiffen introduced the draft agenda for the meeting of the Accounts Commission's committees scheduled to take place on 11 September 2014.</p> <p>Following discussion Fraser McKinlay agreed to ask Paul Reilly to circulate item 5 (Intelligence report: Scottish Public Services Ombudsman, Commissioner for Ethical Standards in Public Life in Scotland; and Standards Commission) on the FAAC agenda to members of Management Team.</p> <p>Fraser McKinlay reminded Management Team that the FAAC meeting scheduled to take place on 11 September 2014 would be the last meeting attended by Bill McQueen (Chair).</p> <p>Management Team noted the content of the PAC and FAAC agenda.</p>	<b>FMcK</b>	<b>Asap</b>
<b>8.</b>	<b>Strategic issues</b>		
	<p>Management Team discussed the final Re:connect session which was held on Friday 22 August 2014.</p> <p>Following analysis of feedback from Sam Fuller's session, HR would distribute an overview of the findings.</p>		
<b>9.</b>	<b>Draft Agenda - Management Team Meeting - 2 September 2014</b>		
	<p>Diane McGiffen introduced the proposed agenda for the next Management Team meeting and invited any comments.</p> <p>Fiona Kordiak agreed to liaise with Mark Taylor in respect of the date of the Hotlist of Emerging Audit Risks item.</p> <p>Russell Frith would present a paper in respect of Audit Reporting at the next meeting.</p>	<b>FK</b> <b>RF</b>	<b>Asap</b> <b>02/09/14</b>
<b>10.</b>	<b>Review of 2014 Agenda Planner</b>		

	The agenda planner would be reviewed at the next meeting of Management Team.		
<b>11.</b>	<b>Key messages to colleagues</b>		
	<ul style="list-style-type: none"> <li>- Auditing Best Value</li> <li>- Pilotlight</li> </ul>		
<b>12.</b>	<b>AOB</b>		
	Following discussion Management Team agreed the format of the meeting of the Leadership Group scheduled to take place on Wednesday 27 August 2014. Caroline Gardner would email a brief to LG prior to the event.	<b>CG</b>	<b>Actioned</b>
<b>18.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:  <b>Tuesday 2 September 2014.</b></p> <p><b>Apologies: None</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 2 SEPTEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen  
 Russell Frith  
 Fraser McKinlay  
 Fiona Kordiak

Apologies: Caroline Gardner

In attendance: James Gillies joined the meeting for *item 2*  
 Joanna Stevenson joined the meeting for *items 3 and 4*  
 Claire Sweeney joined the meeting for *item 5*

<b>1.</b>	<b>Minutes</b>		
	Subject to minor amendment, the draft minute dated 26 August 2014, was approved as an accurate record of the business conducted on that date.		
	A discussion followed on the involvement of ADs in workstreams. Diane requested that members give further consideration to workstreams and this would be discussed at the next meeting of Management Team.		
<b>2.</b>	<b>Comms Digest</b>		
	<p><b>James Gillies joined the meeting.</b></p> <p>James introduced the Comms Digest report, a copy of which had been previously circulated.</p> <p>He highlighted the key points from the report and a discussion followed on statutory reporting.</p> <p>James reported that in January – March 2015, 9 high profile reports would be produced followed by a slight lull in April and then a busy period from May – July.</p> <p>Management Team welcomed and noted the contents of the Comms Digest.</p> <p><b>James Gillies left the meeting.</b></p>		
<b>3.</b>	<b>NHS Audit Plans</b>		
	<p><b>Joanna Stevenson joined the meeting.</b></p> <p>Russell Frith introduced the Review of 2013/14 NHS Audit Plans report, a copy of which had previously been circulated.</p>		

	<p>The report sought to provide the results of a review of the 2013/14 NHS audit plans and how the risks identified were followed through in to the Annual Audit Reports.</p> <p>Fiona informed the group that the paper would be further considered by ASGMT to further inform the planning template for next year and Fraser reported that he would also bring it to the attention of his Management Team as some of the issues had wider relevance for his team.</p> <p>Following discussion it was agreed that this review would be a useful exercise to undertake on an annual basis and Russell agreed to review NHS audit plans slightly earlier next year.</p> <p>Management Team welcomed and noted the contents of the review.</p>	<p><b>FK/FMK</b></p> <p><b>RF</b></p>	<p><b>Sept 2014</b></p> <p><b>April 2015</b></p>
<b>4.</b>	<b>Enhancing Auditor Reporting</b>		
	<p>Russell introduced the Enhancing Auditor Reporting paper, a copy of which had previously been circulated.</p> <p>The report sought to discuss recent changes in private sector auditor reporting and consider how we can use these to enhance auditor reporting in the Scottish public sector.</p> <p>Following further discussion Management Team agreed to endorse option E for a period of one year – <i>all Annual Audit Reports to contain the information required for listed companies extended to cover the wider public audit model, but require additional reporting of findings of the audit work on each risk or that there is nothing to report.</i></p> <p>Management Team also agreed to a consultative process in this respect with the firms at the forthcoming All Sector Planning meeting on 6 October 2014.</p> <p><b>Joanna Stevenson left the meeting.</b></p>	<p><b>RF</b></p>	<p><b>Oct 2014</b></p>
<b>5.</b>	<b>Mid Staffordshire NHS Inquiry</b>		
	<p><b>Claire Sweeney joined the meeting.</b></p> <p>Claire introduced her Patient Safety and Quality of Care in the NHS report, a copy of which had previously been circulated.</p> <p>The paper sought to build on previous briefings in relation to the Francis report and to update Management Team on our response to a series of inquiries over the last few years that have highlighted failure in the quality of care provided to patients by the NHS.</p>		

	<p>Following discussion it was agreed that consideration would be given as to how we incorporate further action into our work.</p> <p>Management Team noted the report and confirmed it was content with it to be considered by the Board on 18 September 2014.</p> <p><b>Claire Sweeney left the meeting.</b></p>		
<b>6.</b>	<b>Scrutiny Improvement Update</b>		
	Following discussion it was agreed to defer Item 6 to the next meeting of Management Team.		
<b>7.</b>	<b>Strategic Issues</b>		
	Management Team noted that Accounts Commission members would be given the opportunity to comment on the Budget paper prior to consideration by the Board on 18 September 2014.		
<b>8.</b>	<b>Draft Agenda Management Team Meeting – 9 September 2014</b>		
	Following discussion it was agreed that item 5 – Streamlining the Audit would be deferred to a future meeting of Management Team.		
<b>9.</b>	<b>Review of 2014 Agenda Planner</b>		
	The agenda planner would be reviewed at the next meeting of Management Team.		
<b>10.</b>	<b>Key messages to Colleagues</b>		
	No key messages were identified by Management Team.		
<b>11.</b>	<b>AOB</b>		
	Following discussion Management Team agreed that Fiona Kordiak would be moderator at the second session of the EURORAI conference in October.		
<b>12.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 9 September 2014.</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 30 SEPTEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: David Blattman joined the meeting for **items 2 and 3**  
 Gemma Diamond and Kathrine Sibbald joined the meeting for **item 3**  
 Martin Walker joined the meeting for **item 4**

<b>1.</b>	<b>Minutes</b>		
	The draft minute dated 16 September August 2014, was approved as an accurate record of the meeting. A separate confidential minute in relation to item 2 would follow.		
<b>2.</b>	<b>Wellbeing Strategy</b>		
	<p><b>David Blattman joined the meeting.</b></p> <p>David introduced the Wellbeing Strategy report, a copy of which had been previously circulated.</p> <p>David invited Management Team to note the progress made during the year, using the Healthy Working Lives framework, to support the employee wellbeing programme. David also invited Management Team to review and comment on the proposed strategy for 2015, working alongside our appointed partner, Wellbeing International.</p> <p>Management Team welcomed the update and news of Audit Scotland achieving the Bronze Award from Healthy Working Lives which reflected the genuine effort made by colleagues.</p> <p>Following detailed discussion, Management Team supported the proposals and the need to link this with resource planning, our corporate plan and learning and development opportunities as part of the building a better organisation workstream.</p> <p>David welcomed Management Team's support for the proposals.</p>		
<b>3.</b>	<b>Holyrood Summer School</b>		
	<p><b>Gemma Diamond and Kathrine Sibbald joined the meeting.</b></p> <p>Kathrine Sibbald introduced the Holyrood Summer School</p>		



	<p>report, a copy of which had previously been circulated.</p> <p>Diane invited Gemma and Kathrine to brief Management Team on the benefits and their key learnings from the Holyrood Summer School organised by Eglinton.</p> <p>Kathrine and Gemma advised Management Team the standard and candor of speakers stimulated interesting and challenging discussion and the benefits of hearing from these speakers, and learning of the challenges they face, provided a fascinating insight into how they manage demands while taking account of the impact of decisions.</p> <p>Overall Kathrine, Gemma and Carol appreciated the opportunity to attend and would encourage other senior managers to do so in coming years.</p> <p>Management Team welcomed the feedback and discussed possible opportunities for sharing the learning, continued engagement with the organisers and speakers, and simple steps to build the network to develop and enhance our understanding when undertaking audit work.</p> <p>David Blattman offered to meet with Kathrine, Gemma and Carol to brainstorm options to develop and share ideas.</p> <p><b>David Blattman, Gemma Diamond and Kathrine Sibbald left the meeting.</b></p>	<p><b>DBlattman</b></p>	<p><b>ASAP</b></p>
<p><b>4.</b></p>	<p><b>Correspondence Review Scope</b></p>		
	<p><b>Martin Walker joined the meeting.</b></p> <p>Martin Walker introduced the Correspondence Review Scope report, a copy of which had been previously been circulated.</p> <p>Fraser provided some background to developments during the correspondence project before inviting Martin to introduce details of the proposed scope of this work.</p> <p>Martin briefed Management Team on the project approach and objectives as set out in the Project Initiation Document and welcomed any comments on the proposals.</p> <p>Management Team noted recent constraints in terms of resourcing but were reassured of the commitment to develop a sustainable resource model as well as improved systems and processes to deliver the service, with support from the wider business.</p> <p>Following discussion, Management Team recommended this work should link in with the revised Code of Practice and Expectations of Audit project and be included in the new Corporate Plan.</p> <p>Management Team thanked Martin for his input and noted</p>		

	<p>Angela Canning would be overseeing the project going forward.</p> <p><b>Martin Walker left the meeting.</b></p>		
<b>5.</b>	<b>Baseline for Procurement</b>		
	<p>Russell Frith introduced the Review of Procurement of Audit - Baseline Report and Key Questions report, a copy of which had previously been circulated.</p> <p>Russell invited Management Team to consider and comment on the baseline report and the proposed key questions for the next phase of work. This forms part of the workstream Securing the Audit which would be shared with the Board before engaging with teams across the business.</p> <p>Russell chaired the discussion, during which Management Team discussed the process to agree the appointed auditor model, the benefit of a mixed market, who would sign off the appointments, whether we need to think differently post referendum on our capacity and capability to deliver, and the need to set out the principles, ie value for money, more clearly.</p> <p>It was also agreed Russell would meet with Caroline and Douglas Sinclair to discuss the role and liaison with the AGS and Accounts Commission ahead of the Board.</p> <p>Russell welcomed the input from Management Team which he would reflect in his report.</p>	<b>RFrith</b>	<b>ASAP</b>
<b>6.</b>	<b>Strategic Issues</b>		
	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> Further to previous Management Team discussion post referendum, Caroline referenced David Bell's paper on income tax and housing benefit and noted the remit of the Smith Commission.</li> <li>Management Team noted Ken Thomson would be hosting a knowledge café on 30 October 2014.</li> <li>In terms of the current issues due to be discussed by the Leadership Group, Management Team agreed that it would be good to take stock and think through potential audit risks. Russell would lead this item.</li> <li>Caroline advised she had received an invitation to join the panel for Public Sector Audit Appointments Ltd.</li> <li>- <b>Public Audit Arrangements</b> Russell advised the NAO had published the draft Code of Practice for local government and would share a summary with Management Team next week.</li> </ul>	<b>RFrith</b>	<b>Oct 2014</b>
		<b>RFrith</b>	<b>Oct 2014</b>

	<ul style="list-style-type: none"> <li>- <b>Staff Engagement</b> Joy advised Management Team commitments had been received for the remainder of the year and an updated schedule would be circulated.</li> </ul>	<b>JWebber</b>	<b>Oct 2014</b>
<b>8.</b>	<b>Review of 2014 Agenda Planner</b>		
	Diane introduced the agenda planner and invited Management Team to note forthcoming items which were scheduled and welcomed any additional items.		
<b>9.</b>	<b>Key messages to Colleagues</b>		
	<ul style="list-style-type: none"> <li>- Wellbeing Strategy</li> <li>- Holyrood Summer School</li> </ul>		
<b>10.</b>	<b>AOB</b>		
	Diane advised Management Team		
<b>16.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 7 October 2014.</b></p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 7 OCTOBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies joined the meeting for **items 2, 3 and 4**  
 Angela Cullen joined the meeting for **items 3 and 4**  
 Alex Devlin joined the meeting for **item 5**

<b>1.</b>	<b>Minutes</b>		
	The draft minute dated 30 September August 2014, was approved as an accurate record of the meeting, subject to a minor amendment.		
<b>2.</b>	<b>Publications Design Proposal</b>		
	<p><b>James Gillies joined the meeting.</b></p> <p>James introduced the Publications Design Proposal report, a copy of which had been previously circulated.</p> <p>James invited Management Team to consider and approve the recommendation to recruit additional resource to enable the team to deliver the work plan for 2014-15 together with other major projects including the development of our new website, and to meet the increased demand for graphic design input to reports.</p> <p>Management Team considered the recruitment options proposed and following detailed discussion approved the recruitment set out at Option C, subject to the evaluation of job description underway was concluded prior to recruiting and receiving clarification on the costing and funding of the role.</p> <p>Management Team recognised the use of infographics was becoming more widely used and encouraged linking this in with our Learning and Development programme as a new opportunity for staff.</p>	<b>JGillies</b>	<b>Oct 2014</b>
<b>3.</b>	<b>Communications Digest - October</b>		
	<p><b>Angela Cullen joined the meeting.</b></p> <p>James Gillies introduced the Communications Digest – October report, a copy of which had previously been circulated.</p>		

	<p>James invited Management Team to note the content of the report and highlighted the significant coverage around health and the police in the past month.</p> <p>Following detailed discussion, Management Team noted the report.</p>		
<b>4.</b>	<b>Hotlist of Emerging Audit Risks</b>		
	<p>Angela Cullen introduced the Hotlist of Emerging Audit Risks report, a copy of which had been previously been circulated.</p> <p>Angela invited Management Team to note the addition of one risk identified and requested approval to close four which would remain on the watchlist.</p> <p>Management Team discussed current section 22 reports and considered how best to engage with public servants to provide clarity and assurance around the process.</p> <p>Following detailed discussion, Management Team welcomed the update and approved the closure of four risks.</p> <p><b>James Gillies and Angela Cullen left the meeting.</b></p>		
<b>5.</b>	<b>Review of Complaints Handling</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the Review of Complaints Handling report, a copy of which had previously been circulated.</p> <p>Alex invited Management Team to note the review and comment on the planned update going to the Audit Scotland Board meeting on 23 October 2014.</p> <p>Management Team considered the report and noted the number of complaints received. Management Team welcomed the report and the assurance it provided in relation to dealing with complaints.</p> <p>Following further discussion, Management Team recognised the need to link this to the review of correspondence to ensure both processes are aligned and staff are aware. Fraser would facilitate a discussion with Alex and the correspondence team to take this forward.</p> <p><b>Alex Devlin left the meeting.</b></p>	<b>FMcKinlay/ ADevlin</b>	<b>Oct 2014</b>
<b>6.</b>	<b>NAO Code of Audit Practice for Local Public Bodies</b>		
	<p>Russell Frith introduced the NAO Code of Audit Practice for Local Public Bodies report, a copy of which had previously been circulated.</p>		

	<p>Russell invited Management Team to note the summary of the draft consultation and sought comments on points for inclusion in the response.</p> <p>Following detailed discussion, Management Team acknowledged the principals contained in the Code and agreed we should ensure these are incorporated within our strategy for public audit work.</p>		
<b>7.</b>	<b>Best Companies Survey 2014-15</b>		
	<p>Diane McGiffen introduced the Best Companies Survey 2014-15 report, a copy of which had previously been circulated.</p> <p>Diane invited Management Team to note the proposed timescales for the 2014-15 Best Companies staff survey and welcomed any comments.</p> <p>Management Team acknowledged the survey and discussed whether the Management Index was the right tool to use for individual feedback.</p> <p>Management Team welcomed the report and looked forward to hearing more about the format for presenting the survey results to staff early next year.</p>		
<b>8.</b>	<b>Strategic Issues</b>		
	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> Caroline advised Management Team of the letter received from the Smith Commission welcoming input by 31 October for consideration in the report due by 30 November 2014. Management Team recognised we are unable to input to the Commission's report but we would contribute to discussions around common interests such as the Scotland Act. Fraser agreed to link in with Gordon Smail and the team to draw out some of the themes for consideration.</li> <li>- <b>Public Audit Arrangements</b> Russell advised Management Team of changes within the KPMG team details of which he would circulate for information. Management Team agreed it would be worthwhile to have an event with the new team to build on existing relationships.</li> <li>- <b>Staff Engagement</b> There was no update.</li> </ul>	<p><b>FMcKinlay</b></p> <p><b>RFrith</b></p>	<p><b>Oct 2014</b></p> <p><b>Oct 2014</b></p>
<b>9.</b>	<b>Review of 2014 Agenda Planner</b>		
	Diane introduced the agenda planner and invited Management Team to note forthcoming items which were		

	scheduled and welcomed any additional items.		
<b>10.</b>	<b>Key messages to Colleagues</b>		
	<ul style="list-style-type: none"> <li>- Comms Digest</li> <li>- Review of Complaints Handling</li> <li>- Best Companies Survey</li> </ul>		
<b>11.</b>	<b>AOB</b>		
	Fraser McKinlay advised Management Team of the interest expressed in the secondment post of Assistant Auditor General Performance Queensland Australia. Management Team welcomed the update and supported the opportunity.		
<b>12.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:  <b>Friday 10 October 2014.</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 10 OCTOBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 110 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen  
 Caroline Gardner  
 Fraser McKinlay  
 Fiona Kordiak

Apologies: Russell Frith

In attendance: Martin Walker joined the meeting for **item 1**  
 David Hanlon joined the meeting for **item 2**  
 James Gillies joined the meeting for **item 3**

1.	<b>Developing our Corporate Plan 2015-18</b>		
	<p><b>Martin Walker joined the meeting.</b></p> <p>Martin introduced the Developing our Corporate Plan 2015-18 report, a copy of which had been previously circulated.</p> <p>Martin invited Management Team to comment on and approve the updated process and outline content for the corporate plan to be submitted to the Board.</p> <p>Following detailed discussion, Management Team agreed the reference to the external environment, feedback from the Expectations of Audit project and clarity around how the strategy for public audit provides the strategic direction for the plan. Management Team also commented on the internal and external audience and communication, the need to link to business plans and the inclusion of more interactive features in the plan.</p> <p>Management Team welcomed the report and approved its submission to the Board.</p> <p><b>Martin Walker left the meeting.</b></p>	<p><b>MWalker</b></p>	<p><b>Oct 2014</b></p>
3.	<b>Publications Design Proposal Update</b>		
	<p><b>James Gillies joined the meeting.</b></p> <p>James introduced the Publications Design Proposal report, a copy of which had been previously circulated.</p> <p>James invited Management Team to consider and approve the recommendation to re-name and re-grade the Graphic Designer post.</p> <p>Following discussion, Management Team approved the re-naming and re-grading of the role as set out.</p> <p><b>James Gillies left the meeting.</b></p>		



<b>2.</b>	<b>East of Scotland Office Re-Provision</b>		
	<p><b>Diane McGiffen and David Hanlon joined the meeting.</b></p> <p>David introduced the East of Scotland Office Re-provision report, a copy of which had previously been circulated.</p> <p>David invited Management Team to note the contents of the report and requested any comments prior to its submission to the Board to obtain its approval to secure a new office in the East of Scotland.</p> <p>Management Team discussed the business case set out for the new office, taking into account external factors, benefits of new technology, our ambition to becoming world class and how that would improve ways of working. Management Team also considered the alternative locations and the need to crystallise the costings for the time and travel impacts these locations may incur.</p> <p>Following detailed discussion, Management Team welcomed the report and approved its submission to the Board</p> <p><b>David Hanlon left the meeting.</b></p>	<b>DHanlon</b>	<b>Oct 2014</b>
<b>4.</b>	<b>AOB</b>		
	Diane McGiffen invited Management Team to note the Board agenda for its meeting on 23 October 2014.		
<b>5.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 21 October 2014.</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
MINUTE OF MEETING HELD ON 28 OCTOBER 2014  
IN AUDIT SCOTLAND’S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen  
Russell Frith  
Fraser McKinlay  
Fiona Kordiak

Apologies: Caroline Gardner

In attendance: David Hanlon joined the meeting for ***item 2***  
Martin Walker joined the meeting for ***item 3***

<b>1.</b>	<b>Minutes from Management Team Meeting 21 October 2014</b>		
	The draft minute dated 21 October 2014, was approved as an accurate record of the meeting, subject to minor amendment.		
<b>2.</b>	<b>Financial Results – 6 Months to September 2014</b>		
	<p><b>David Hanlon joined the meeting.</b></p> <p>David introduced the Financial Results – 6 Months to September 2014, a copy of which had been previously circulated.</p> <p>David invited Management Team to note the financial results as reported and approval for submission of the report to the Audit Committee and the Board at their respective meetings on 20 November 2014.</p> <p>Management Team noted the financial performance reported and discussed the projections for the current financial year.</p> <p>Management Team agreed a report on the longer term budgeting around training and development and workforce planning would be useful. David agreed he and David Blattman would analyse the data and bring a report to Management Team with proposed planning and budgeting options.</p> <p>David also proposed bringing to Management Team a report on 11 November 2014 on the Pension ahead of the Spring Budget Revision for their consideration and approval for submission to the Board.</p> <p>Management Team welcomed the report and, subject to minor comments, approved its submission to the Audit Committee and Board.</p> <p><b>David Hanlon left the meeting.</b></p>	<p><b>DHanlon/D Blattman</b></p> <p><b>DHanlon</b></p>	<p><b>Nov 2014</b></p> <p><b>Nov 2014</b></p>

3.	<b>Risk Management</b>		
	<p><b>Martin Walker joined the meeting.</b></p> <p>Martin Walker introduced three reports, Corporate Risk Register, Risk Interrogations and the Risk Management Policy, Strategy and Assurance Framework, copies of which had been previously circulated.</p> <p>Martin invited Management Team to comment on each of the reports in turn and approve their submission to the Audit Committee for its meeting on 20 November 2014.</p> <p><b>Corporate Risk Register</b></p> <p>Martin invited Management Team to note the refinements made to the cover report and, on the register, the addition of one new risk, relating to shared vision, and updates to some of the controls.</p> <p>Management Team discussed the proposed target rate of the new risk, agreed the need to reduce the number of overall risks in planned consultation and ensure alignment with our Corporate Plan.</p> <p>Subject to the inclusion of minor comments, Management Team approved the report and corporate risk register to the Audit Committee. Following discussion, Martin agreed to identify potential opportunity risks with a view to incorporating these into the corporate risk register.</p> <p><b>Risk Interrogations</b></p> <p>Martin invited Management Team to approve the resubmission of the interrogation on Risk 2 – Failure of independence/impartiality to the Audit Committee for its meeting on 20 November, following the inclusion of more detail around the controls and planned actions as requested by the Audit Committee at its meeting in September 2014.</p> <p>Martin also invited Management Team to approve the planned risk interrogation on Risk 4 – Failure of focus and scope for the Audit Committee to consider at its meeting on 20 November 2014.</p> <p>Following discussion, Management Team agreed the interrogation required to be expanded to include the quality assurance process, the respective roles of Audit Scotland, the Auditor General and the Accounts Commission and reference to the application of standards, management and supervision of auditors.</p> <p>Management Team welcomed the report and approved the submission of the risk interrogation for the Audit Committee.</p>	<b>MWalker</b>	<b>Mar 2015</b>

	<p><b>Risk Management Policy, Strategy and Assurance Framework</b></p> <p>Martin invited Management Team to note the updated Risk Management Policy, Strategy and Assurance Framework, a copy of which had been previously circulated. Management Team noted Jim Rundell's contribution.</p> <p>Martin invited Management Team to note the policy and approve its submission to the Audit Committee for their consideration on 20 November 2014.</p> <p>Following discussion on the proposed next steps, Management Team welcomed the update and approved submission to the Audit Committee.</p> <p><b>Martin Walker left the meeting.</b></p>		
<b>4.</b>	<b>Business Continuity Arrangements – Annual Review</b>		
	<p><b>Alex Devlin joined the meeting.</b></p> <p>Alex Devlin introduced the Business Continuity Arrangements – Annual Review report, a copy of which had been previously circulated.</p> <p>Alex invited Management Team to note the review and update to our arrangements and recommend them to the Audit Committee for approval.</p> <p>Following discussion, Management Team noted the policy and guidance will be available to all staff to view on ishare and the need for a further update after the Edinburgh office move next year.</p> <p>In relation to the Accounts Commission, Alex will liaise with the Secretary to the Accounts Commission to clarify roles and responsibilities.</p> <p>Management Team welcomed the update and approved these for consideration by the Audit Committee.</p> <p><b>Alex Devlin left the meeting.</b></p>	<b>ADevlin</b>	<b>Nov 2014</b>
<b>5.</b>	<b>Accounts Commission Draft Agenda</b>		
	<p>Fraser McKinlay introduced the Accounts Commission Draft Agenda, a copy of which had been previously circulated.</p> <p>Following discussion, Management Team noted the agenda.</p>		
<b>6.</b>	<b>Strategic Issues</b>		
	<p>- <b>Constitutional Change</b> There was no update.</p>		

	<ul style="list-style-type: none"> <li>- <b>Public Audit Arrangements</b> Diane McGiffen requested any items for inclusion on the agenda for the Supreme Audit Agencies meeting on 27 November 2014.</li> <li>- <b>Staff Engagement</b> Management Team encouraged Assistant Directors to attend any of the remaining Property Workshops.</li> </ul>		
<b>7.</b>	<b>Draft Agenda for Management Team meeting on 4 November 2014</b>		
	Management Team noted the proposed agenda.		
<b>8.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team would welcome the opportunity to hear from the EURORAI following the recent conference.		
<b>9.</b>	<b>Key Messages to Colleagues</b>		
	<ul style="list-style-type: none"> <li>- Edinburgh Property Workshops</li> <li>- Risk Management Policy</li> <li>- Business Continuity Arrangements</li> </ul>		
<b>10.</b>	<b>AOB</b>		
	<p>Management Team discussed the forthcoming meeting with the SCPA.</p> <p>Diane McGiffen briefed Management Team on discussions at the Board meeting on 23 October 2014.</p>		
<b>11.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 4 November 2014.</b></p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 4 NOVEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies and Angela Cullen joined the meeting for *items 2 and 3*  
 Alasdair Craik, Geoff Lees, Neil MacIver and Colin Telford joined the meeting for *item 4*

<b>1.</b>	<b>Minutes from Management Team Meeting 28 October 2014</b>		
	The draft minute dated 28 October 2014, was approved as an accurate record of the meeting, subject to minor amendment.		
<b>2.</b>	<b>Comms Digest</b>		
	<p><b>James Gillies and Angela Cullen joined the meeting.</b></p> <p>James introduced the Comms Digest report, a copy of which had been previously circulated.</p> <p>James invited Management Team to note the coverage on key issues highlighted during the past month, particularly in relation to health, NHS funding and A&amp;E.</p> <p>Following discussion, Management Team welcomed the report.</p>		
<b>3.</b>	<b>Hotlist of Emerging Audit Risks</b>		
	<p>Angela Cullen introduced the Hotlist of Emerging Audit Risks report, a copy of which had been previously circulated.</p> <p>Angela invited Management Team to consider the six key emerging risks and approve the closure of five risks.</p> <p>Following detailed discussion, Management Team noted and approved the recommendations contained in the report.</p> <p><b>James Gillies and Angela Cullen left the meeting.</b></p>		
<b>4.</b>	<b>Update on the Progress of the Extended EFA Audit Model</b>		
	<b>Alasdair Craik, Geoff Lees, Neil MacIver and Colin Telford joined the meeting.</b>		

	<p>Alasdair Craik introduced the Update on the Progress of the Extended EAFA Audit Model report, a copy of which had been previously circulated.</p> <p>Alasdair invited Management Team to note the progress achieved so far in the creation of the team to commence the stage 1 testing of EAGF and EAFRD claims, of which 80% had been carried out, the introduction of temporary staff to the team and establishing suitable induction and training for new team members to support the programme. Management Team noted negotiations were nearing completion for agreeing the fee position with the NAO and took comfort in the protocol with the SGRPID to deal with any issues arising and ongoing planning.</p> <p>In addition, the audit team have developed their corporate support network, working with teams across the business to develop best practice in relation to health and safety (HR) and optimal and innovative use of technology (ISG). Exchange visits with other UK audit agencies are also being planned in order to better understand different methodologies while ensuring overall good practice.</p> <p>Management Team noted the EAFA audit is the largest audit in the Audit Scotland portfolio and recognised the resourcing model for the audit will require to be developed alongside any additional new schemes proposed under the Common Agricultural Policy, the SGRPID's new greening scheme and the potential further work required under new EC requirements.</p> <p>Following detailed discussion, Management Team welcomed the update and agreed an update report on the timetable and risks of auditing the proposed new schemes to Management Team in January 2015.</p> <p><b>Alasdair Craik, Geoff Lees, Neil MacIver and Colin Telford left the meeting.</b></p>	<b>ACraik</b>	<b>Jan 2015</b>
5.	<b>Strategic Issues</b>		
	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> Management Team agreed a summary of the responses to the Smith Commission would be helpful.</li> <li>- <b>Public Audit Arrangements</b> Diane McGiffen advised Management Team of the Wales Audit Office conference she was attending on 5 November and of the meeting with Chief Operating Officers of the UK and Ireland Audit Offices meeting on Monday 10 November and we are hosting the meeting of the Supreme Audit Institutions on 27 November 2014.</li> </ul> <p>Fraser McKinlay advised he was meeting with the</p>		

	<p>National Audit Office in London on 26 November 2014 and was looking forward to the opportunity to observe the PAC.</p> <p>Russell Frith advised of a meeting of the technical leads at the Wales Audit Office on 24 November 2014.</p> <p>- <b>Staff Engagement</b> Diane advised Management Team of the forthcoming Property Workshops scheduled on 6 November and the launch of the Wellness Project at forthcoming team meetings. Management Team discussed the Annual Audit Update meeting on 18 November 2014.</p>		
<b>6.</b>	<b>Draft Agenda for Management Team meeting on 11 November 2014</b>		
	Management Team discussed additional items for inclusion on the agenda and agreed an update on the EAFA audit would go to the Board at its meeting on 20 November 2014.	<b>FKordiak/ ACraik/ GLEes</b>	<b>Nov 2014</b>
<b>7.</b>	<b>Review of 2014 Agenda Planner</b>		
	Management Team reviewed forthcoming items on the agenda planner and discussed		
<b>8.</b>	<b>Key Messages to Colleagues</b>		
	<ul style="list-style-type: none"> <li>- Comms Digest</li> <li>- EAFA Audit</li> </ul>		
<b>9.</b>	<b>AOB</b>		
	Russell invited Management Team to comment on the circulated draft agenda for the Partners Lunch. Following discussion, Management Team suggested a discussion topic around cultural/soft issues in audit bodies.		
<b>10.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 11 November 2014.</b></p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		



**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 11 NOVEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: Martin Walker and Ian Metcalfe joined the meeting for **item 2**  
 David Hanlon joined the meeting for **item 3**  
 David Blattman and Jennifer Summers joined the meeting for **item 4**  
 Brian Howarth, Carole Grant and Carol Hislop joined the meeting for **item 5**

<b>1.</b>	<b>Minutes from Management Team Meeting 4 November 2014</b>		
	The draft minute dated 4 November 2014, was approved as an accurate record of the meeting.		
<b>2.</b>	<b>Q2 Corporate Performance Report</b>		
	<p><b>Martin Walker and Ian Metcalfe joined the meeting.</b></p> <p>Martin Walker introduced the Q2 Corporate Performance report, a copy of which had been previously circulated.</p> <p>Martin invited Management Team to note Audit Scotland's performance for the second quarter of 2014/15, the format of which continued to be refined. Martin invited Management Team to consider the report and approve its submission to the Board for consideration at its meeting on 20 November 2014.</p> <p>Management Team noted the overall improvement in reporting corporate performance and welcomed the proposed alignment with the new corporate plan, working with groups across the business to develop the report. Management Team would welcome a high level project timeline.</p> <p>Management Team noted particular areas for consideration in this quarter related to Knowledge Management and People which Management Team agreed required further and development. Management Team discussed current and forthcoming initiatives in both these areas which would be reflected in the report for Q3.</p> <p>Following detailed discussion and feedback on the report, Management Team approved its submission to the Board.</p> <p><b>Martin Walker and Ian Metcalfe left the meeting.</b></p>	<p><b>MW</b></p> <p><b>MW/IM</b></p>	<p><b>Dec 2014</b></p> <p><b>Nov 2014</b></p>

<b>3.</b>	<b>2014/15 Spring Budget Revision</b>		
	<p><b>David Hanlon joined the meeting.</b></p> <p>David introduced the 2014/15 Spring Budget Revision report, a copy of which had been previously circulated.</p> <p>David invited Management Team to consider and recommend to the Board the proposal to make a request to the SCPA for an amendment to our 2014/15 budget to fund increased pension charges.</p> <p>Management Team discussed the accounting process for pension charges and, following detailed discussion, agreed to recommend the proposal to the Board.</p> <p><b>David Hanlon left the meeting.</b></p>	<b>DH</b>	<b>Nov 2014</b>
<b>4.</b>	<b>Equal Pay Review 2013/14</b>		
	<p><b>David Blattman and Jennifer Summers joined the meeting.</b></p> <p>David introduced the Equal Pay Review 2013/14 report, a copy of which had been previously circulated.</p> <p>David invited comments from Management Team on the review prior to its publication later this month.</p> <p>Management Team welcomed the report and provided comments on the content and format.</p> <p>David agreed to circulate a final draft of the Equal Pay Review 2013/14 to Management Team before it was published.</p> <p><b>David Blattman and Jennifer Summers left the meeting.</b></p>	<b>DB</b>	<b>Nov 2014</b>
<b>5.</b>	<b>Streamlining the Audit</b>		
	<p><b>Brian Howarth, Carole Grant and Carol Hislop joined the meeting.</b></p> <p>Brian introduced Streamlining the Audit report, a copy of which had been previously circulated.</p> <p>Brian invited Management Team to note the report and approve the update to be submitted to the Board for their consideration at its meeting in November.</p> <p>Management Team discussed the improvements in consistency of standards which had resulted from the project following engagement with colleagues last year. Brian, Carole and Carol discussed feedback which highlighted</p>		

	<p>further improvements to be considered and developed going forward.</p> <p>Following detailed discussion, Management Team welcomed the report and agreed the long term vision should bring value and greater impact to Audit Scotland as a world class organisation.</p> <p>Management Team approved the update report be submitted to the Board.</p> <p><b>Brian Howarth, Carole Grant and Carol Hislop left the meeting.</b></p>	<b>BH/CG/CH</b>	<b>Nov 2014</b>
<b>6.</b>	<b>Accounts Commission Committees Draft Agenda</b>		
	<p>Management Team noted the proposed agenda for the Accounts Commission Committees meeting on 27 November 2014.</p> <p>Fraser advised Management Team the speaker joining the meeting was Sarah Boyack.</p>		
<b>7.</b>	<b>Strategic Issues</b>		
	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> There was no update.</li> <li>- <b>Public Audit Arrangements</b> Diane McGiffen advised Management Team of the Wales Audit Office conference she attended on 5 November and agreed to share the conference content once the link was available.</li> </ul> <p>Diane also provided an update from the meeting of UK Audit Office Chief Operating Officers yesterday.</p> <p>Russell Frith advised Management Team of the proposed reclassification of some public bodies. Russell confirmed he is liaising with the Scottish Government to obtain clarity on terms of any appointment.</p> <ul style="list-style-type: none"> <li>- <b>Staff Engagement</b> Diane advised Management Team of the forthcoming Property Focus Group Workshops</li> </ul>		
<b>8.</b>	<b>Draft Agenda for Management Team meeting on 25 November 2014</b>		
	Management Team noted the agenda for the next meeting on 25 November 2014.		
<b>9.</b>	<b>Review of 2014 Agenda Planner</b>		

	Management Team reviewed forthcoming items on the agenda planner and discussed		
<b>10.</b>	<b>Key Messages to Colleagues</b>		
	<ul style="list-style-type: none"> <li>- Q2 Corporate Performance</li> <li>- Equal Pay Review 2013/14</li> <li>- Streamlining the Audit</li> </ul>		
<b>11.</b>	<b>AOB</b>		
	Diane advised Management Team she would circulate a note in advance of the next development meeting scheduled for Friday 21 November.		
<b>12.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on:  <b>Tuesday 25 November 2014.</b></p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 25 NOVEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen  
 Russell Frith  
 Fraser McKinlay  
 Fiona Kordiak

Apologies: Caroline Gardner

In attendance: David Blattman joined the meeting for *item 2*  
 Dave McConnell and Laurence Slavin joined the meeting for *item 3*  
 Lorna McEwan joined the meeting to minute the meeting

1.	<b>Minutes from Management Team Meeting – 11 November 2014</b>		
	The draft minute dated 11 November 2014 would be considered at the next meeting of Management Team.		
2.	<b>Best Companies Survey</b>		
	<p><b>David Blattman joined the meeting.</b></p> <p>David Blattman advised Management Team that the Best Companies survey results had been released six weeks earlier than anticipated. He provided a summary of the overall results and agreed to develop a communication plan to share the results in December 2014.</p> <p>Following discussion, it was agreed the results would be shared with the Leadership Group on 10 December and then PCS on 11 December 2014.</p> <p><b>David Blattman left the meeting.</b></p>	<b>DB</b>	<b>Nov 2014</b>
3.	<b>Working with Other Countries</b>		
	<p><b>Dave McConnell and Laurence Slavin joined the meeting.</b></p> <p>Dave McConnell introduced his report, which had been previously circulated, and summarised recent activity as part of the Working with Other Countries Strategy.</p> <p>A discussion followed on the recent EURORAI event and Diane McGiffen congratulated colleagues involved for the success the conference. Laurence Slavin agreed to contact Edgar Thinnies for informal feedback from the event. A discussion followed on the estimate of economic benefit of the EURORAI event and Dave McConnell and Laurence Slavin agreed to compile a more detailed report on the event including costs and benefits for Management Team.</p> <p>Management Team noted that during 2014, three colleagues</p>	<b>DMcC/LS</b>	<b>Dec 2015</b>

	<p>were involved in the Working in Partnership with Other Organisations project and further input was scheduled for February 2015 after which we anticipate our involvement would cease. It was agreed that Dave McConnell would investigate what other options were available for Audit Scotland to continue international involvement independently of the project.</p> <p>Management Team thanked Dave and Laurence for the report.</p> <p><b>Dave McConnell and Laurence Slavin left the meeting.</b></p>	<b>DMcC</b>	<b>Dec 2014</b>
<b>4.</b>	<p><b>Accounts Commission Draft Agenda</b></p> <p>Management Team noted the draft agenda, which was still subject to amendment. Fraser McKinlay advised that he would bring the Performance Audit Programme to the next Management Team meeting.</p>	<b>FMcK</b>	<b>Dec 2014</b>
<b>5.</b>	<p><b>Strategic Issues</b></p>		
	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> Management Team noted that the work of the Smith Commission would be considered at Thursday's meeting of the UK and Ireland Supreme Audit Institutions.</li> <li>- <b>Public Audit Arrangements</b> Fraser McKinlay advised that on Wednesday he would be meeting with Jessica Crowe at the Centre for Public Scrutiny and Sue Higgins, NAO. He would then attend PAC at the House of Commons.</li> </ul> <p>Diane McGiffen advised that she would be attending the NI Audit Committee on Friday.</p>		
<b>6.</b>	<p><b>Draft Agenda for Management Team meeting on 2 December 2014</b></p>		
	Management Team noted the contents of the draft agenda.		
<b>7.</b>	<p><b>Review of 2014 Agenda Planner</b></p>		
	Management Team reviewed forthcoming items on the agenda planner.		
<b>8.</b>	<p><b>Key Messages to Colleagues</b></p>		
	<ul style="list-style-type: none"> <li>- Early availability of Best Companies survey to staff</li> <li>- Appreciation of success of EURORAI event</li> </ul>		
<b>9.</b>	<p><b>AOB</b></p>		
	Fraser McKinlay advised Management Team of the invitation	<b>FMcK</b>	<b>Nov 2014</b>

	<p>from the Improvement Service to participate in the SOLACE leadership programme. Following discussion it was agreed that it would be appropriate for a colleague to attend if no conflict of interest arose. Fraser and Fiona agreed to contact Assistant Directors.</p> <p>A discussion then followed on fees for 2014/15 audits. Russell advised members that it was normal procedure to wait for the issuing of the SCPA report before sending out fee letters. As the report is not expected until January 2015 Russell recommended that fee letters be issued as soon as possible. It was agreed that the review of fees and funding would be highlighted in the letter and that a communications pack would be prepared for auditors to highlight key messages from the SCPA proposal and to emphasise the value for money of audit. Russell agreed to circulate a draft of these to Management Team as soon as possible.</p>	<b>RF</b>	<b>Dec 2014</b>
<b>10.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 2 December 2014.</b></p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 2 DECEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies and Angela Canning joined the meeting for *items 2 and 3*  
 Antony Clark joined the meeting for *item 4 (a)*  
 David Blattman joined the meeting for *item 4 (b)*  
 Carol Calder joined the meeting for *item 5 (b)*

1.	<b>Minutes from Management Team Meetings – 11 and 25 November 2014</b>		
	<p>The draft minute dated 11 November 2014, was approved as an accurate record of the meeting.</p> <p>The draft minute dated 25 November 2014, was approved as an accurate record of the meeting, subject to minor amendment.</p>		
2.	<b>Communications Digest</b>		
	<p><b>James Gillies and Angela Canning joined the meeting.</b></p> <p>James Gillies introduced the Communications Digest report, a copy of which had been previously circulated.</p> <p>James invited Management Team to note the coverage received in the past month and referred to the forthcoming publication of the Scotland Act.</p> <p>Management Team discussed the cabinet reshuffle and the changes in ministerial engagement for the Public Audit Committee, local government etc. Management Team agreed a discussion around communications and Parliamentary engagement early in January 2015 would be beneficial. Joy agreed to schedule this meeting.</p>	<b>JWebber</b>	<b>Dec 2014</b>
3.	<b>Hotlist of Emerging Audit Risks</b>		
	<p>Angela Canning introduced the report, which had been previously circulated, and summarised the five emerging audit risks.</p> <p>A detailed discussion followed on the key risks identified and Management Team sought clarification in relation to</p>		



	<p>forthcoming section 22 reports and the current items on the watchlist.</p> <p>Management Team welcomed the update.</p> <p><b>James Gillies and Angela Canning left the meeting.</b></p>		
4.	<p><b>Building a Better Organisation</b></p> <p><b>(a) Secondment Arrangements (Care Inspectorate)</b></p> <p><b>Antony Clark joined the meeting.</b></p> <p>Antony Clark introduced the Secondment Arrangements (Care Inspectorate) report, a copy of which had been previously circulated.</p> <p>Antony invited Management Team to consider and approve the proposed new secondment opportunity with the Care Inspectorate.</p> <p>Following detailed discussion around managing the scope of the role to minimise risks, Management Team approved the secondment proposal, the evaluation for the Senior Inspector role and the subsequent internal resource requirements.</p> <p><b>Antony Clark left the meeting.</b></p> <p><b>(b) Best Companies Communication Plan</b></p> <p><b>David Blattman joined the meeting.</b></p> <p>David Blattman introduced the Best Companies Communication Plan, details of which had been previously circulated.</p> <p>David invited Management Team to approve the timetable which had been updated to reflect the communication of the results of the staff survey earlier than anticipated in the New Year.</p> <p>Management Team approved the updated communication plan.</p> <p><b>David Blattman left the meeting.</b></p>		
5.	<p><b>Making a Difference</b></p> <p><b>(a) Performance Audit Programme</b></p> <p>Management Team agreed to consider this report at the meeting of Management Team on 9 December 2014.</p> <p><b>(b) Learning Digest</b></p>	FMcK	Dec 2014

	<p><b>Carol Calder joined the meeting.</b></p> <p>Carol introduced the Learning Digest report, a copy of which has been previously circulated.</p> <p>Carol invited Management Team to consider and agree the preferred digest style, editorial sign off and approve the proposed content for the first two editions.</p> <p>Following detailed discussion, Management Team agreed the thematic approach to the digest was the preferred style, with the first edition to be published in January 2015 and agreed editorial sign off should be done by the sector lead and the Leadership Group. In relation to the target audience, Management Team discussed using gov.delivery for audited bodies, executive and non executive and also recommended Carol liaise with Kirsty Gibbins to promote the digest using social media.</p> <p><b>Carol Calder left the meeting.</b></p>	<p><b>CCalder</b></p>	<p><b>Dec 2014</b></p>
<p><b>6.</b></p>	<p><b>Strategic Issues</b></p>		
	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> Caroline advised Management Team of the review of scrutiny of fiscal responsibility required following the publication of the Smith Report.</li> <li>- <b>Public Audit Arrangements</b> Caroline provided Management Team with an overview of discussions at the meeting of the Supreme Audit Institutions meeting on 27 November 2014, which covered the proposed new powers for Scotland, a review of the public audit reform website and a discussion around the outcomes of the Expectations of Audit project.</li> <li>- <b>Staff Engagement</b> Management Team discussed the interest in our new Wellbeing partners, details of which had been launched at ASG, PABV and CSG team development days in November. Management Team would welcome the opportunity to consider the proposed programme for 2015 early in the year.</li> </ul> <p>Diane advised Management Team the Property Project Steering Group were meeting to sign off the initial workplace strategy which would be presented by haa design later in the day. Fraser agreed to provide a feedback to Management Team at next week's meeting.</p>	<p><b>FMcKinlay</b></p>	<p><b>Dec 2014</b></p>

<b>7.</b>	<b>Draft Agenda for Management Team meeting on 9 December 2014</b>		
	Management Team noted the contents of the draft agenda.		
<b>8.</b>	<b>Review of 2014/15 Agenda Planner</b>		
	Management Team noted the agenda planner was currently being developed for 2015.		
<b>9.</b>	<b>Key Messages to Colleagues</b>		
	<ul style="list-style-type: none"> <li>- Best Companies</li> <li>- Learning Digest</li> </ul>		
<b>10.</b>	<b>AOB</b>		
	<p>Diane updated Management Team of discussions with the SCPA in relation to the Spring Budget Revision.</p> <p>Russell advised he had today shared a draft fee letter for Management Team consideration. Management Team agreed to revert with any comments by the end of the week.</p> <p>Caroline advised Management Team of a proposed meeting with Vernon Soare of ICAEW who was interested to consider develop working relationships. Caroline had briefed Dave McConnell and Laurence Slavin who were producing an agenda for the meeting early in the New Year.</p>	<p style="text-align: center;"><b>All</b></p> <p style="text-align: center;"><b>DMcC/LS</b></p>	<p style="text-align: center;"><b>Dec 2014</b></p> <p style="text-align: center;"><b>Jan 2015</b></p>
<b>11.</b>	<b>Date of next meeting</b>		
	<p>The next Management Team meeting will be held on: <b>Tuesday 9 December 2014.</b></p> <p><b><i>Please give your apologies to Joy Webber (x1606)</i></b></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM  
 MINUTE OF MEETING HELD ON 9 DECEMBER 2014  
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Caroline Gardner  
 Russell Frith  
 Fraser McKinlay  
 Fiona Kordiak

Apologies: Diane McGiffen

In attendance: David Hanlon joined the meeting for **items 1(a) and 2**  
 Fiona Mitchell-Knight, Russell Smith and Kathrine Sibbald joined the meeting for **item 3 (c)**

<b>1.</b>	<b>Minutes from Management Team Meeting – 2 December 2014</b>		
	<p>The draft minute dated 2 December 2014, was approved as an accurate record of the meeting, subject to clarification on two points:-</p> <p>Item 2, Fiona clarified that it was Audit Scotland's report on The Scotland Act that was being published.</p> <p>Item 5 final paragraph, Fraser would sign off the Learning Digest and no editorial committee was required.</p>		
<b>1(a).</b>	<b>Update on property</b>		
	<p><b>David Hanlon joined the meeting.</b></p> <p>David Hanlon reported that the email from the SCPA would allow us to advise staff of new office location which was subject to approval of the funds from the Scottish Parliament Finance Committee. Fraser agreed to draft a message for consideration by Leadership Group.</p> <p>Fiona considered it important to include the other new offices in Glasgow and Inverness when advising staff of the new Edinburgh headquarters.</p> <p>Fraser reported on a meeting of the property steering group and advised that another meeting was planned to sign off design elements prior to Christmas.</p> <p>Caroline thanked the team for their work in conjunction with the design company in tailoring the new office to fit requirements.</p>	<p><b>F McKinlay</b></p> <p><b>F McKinlay</b></p>	<p><b>10 Dec 14</b></p> <p><b>17 Dec 14</b></p>

2.	<b>Year End Forecast</b>		
	<p>David Hanlon highlighted various significant issues in the report.</p> <p>Audits were being done earlier which had generated income earlier, however costs were being incurred. There was some uncertainty over Local Authority audit costs which could impact on the bottom line.</p> <p>David Hanlon would obtain clarification on equipment required for the new office which could be sourced in advance to ensure there is no underspend on capital.</p> <p>Management team to consider how underspend is managed, particularly by stepping up consultancy and training.</p> <p>Russell Frith considered there was no need to report our use of the contingency fund to the Board in great detail in future.</p> <p>Caroline Gardner suggested including use of the additional underspend in the discussion on the performance audit.</p> <p><b>David Hanlon left the meeting.</b></p>	<b>DHanlon</b>	<b>Ongoing</b>
3.	<b>Making a Difference</b>		
	<p><b>(a) Challenges of the Argyll &amp; Bute Council Audit</b></p> <p><b>Fiona Mitchell-Knight, Richard Smith and Kathrine Sibbald joined the meeting.</b></p> <p>Russell Smith outlined the logistical challenges with this audit due to the location of the council which required careful planning of the timetable and resources. It was time-consuming keeping up to date with the volume of correspondence, media interest, and the website not being up-to-date with developments was frustrating.</p> <p>Kathrine Sibbald felt a collective team had been formed by maintaining communication within the team.</p> <p>Fiona Mitchell-Knight reported that the team had a good relationship with the scrutiny bodies and LAN leads which was beneficial in conducting the audit.</p> <p>Fraser McKinlay congratulated the audit team for their sterling efforts in difficult circumstances.</p> <p><b>Fiona Mitchell-Knight, Richard Smith and Kathrine Sibbald left the meeting.</b></p>		

	<p><b>(b) Proposals for the Performance Audit Programme 2015/16</b></p> <p>Fraser apologised for the quality of the paper which had not advanced as quickly as he would have liked and the methodology would be discussed at next week's meeting.</p> <p>Fraser to check with the Accounts Commission whether we need to be doing less BV work and more PA work. He was also meeting senior managers to seek suggestions of performance audit options for the Auditor General on Health.</p> <p>Russell Frith asked if the PA programme of audits reflects a 50/50 split for the Accounts Commission and AGS. Fraser McKinlay advised the audits would vary in size and shape but the time spent was a key consideration.</p> <p>Caroline Gardner suggested using next week's Management Team development session to set a framework for use in the future. Fraser McKinlay to prepare a report showing what is in place and frame a discussion around what is needed to underpin the programme supported by slides and posing questions to get discussion underway.</p> <p>Fraser reported that an "acting up" opportunity had arisen to replace Martin Walker, with the appointed person leading the development of the programme.</p> <p><b>(c) ASG Review of Impact: NHS</b></p> <p>Fiona Kordiak introduced the report and discussion took place on improvements to the content in future. It was noted that the ASG lead for Impact would be changing from Gillian Woolman to Dave McConnell.</p> <p>Fraser McKinlay had worked with the Impact Group from "Making a Difference" and found the overview useful in his work.</p>	<p><b>F McKinlay</b></p>	<p><b>Dec 2014</b></p>
<p><b>4.</b></p>	<p><b>Strategic Issues</b></p>		

	<ul style="list-style-type: none"> <li>- <b>Constitutional Change</b> Caroline advised Management Team of her recent meeting with Paul Grice following the Smith Commission recommendation. Paul was keen for us to take part in a seminar about how Parliament engaged with Audit Scotland.</li> <li>- <b>Public Audit Arrangements</b> Caroline advised Management Team that she had been advised by Sarah Howard, Lead Partner for Grant Thornton that Gary Devlin would be leaving to become a Partner for Scott-Moncrieff. A discussion follows around the structure of the audit firms.</li> </ul> <p>Russell thanked everyone for their comments on the fee letters which would be issued in the next couple of days.</p> <ul style="list-style-type: none"> <li>- <b>Staff Engagement</b> Assistant Directors were meeting on 11 December 2014.</li> </ul>	<b>RFrith</b>	<b>Dec 2014</b>
<b>5.</b>	<b>Draft Agenda for Management Team meeting on 16 December 2014</b>		
	Management Team noted that Tony Page was joining this meeting.		
<b>6.</b>	<b>Review of 2014/15 Agenda Planner</b>		
	Management Team noted the agenda planner was currently being developed for 2015.		
<b>7</b>	<b>Key Messages to Colleagues</b>		
	- Showcasing the Argyll and Bute team		
<b>8.</b>	<b>AOB</b>		
	There was no other business.		
<b>9.</b>	<b>Date of next meeting</b>		
	The next Management Team meeting will be held on: <b>Tuesday 16 December 2014.</b>		
	<b><i>Please give your apologies to Joy Webber (x1606)</i></b>		