



MINUTES OF MANAGEMENT TEAM MEETINGS

2015

**AUDIT SCOTLAND MANAGEMENT TEAM
MINUTE OF MEETING HELD ON 13 JANUARY 2015
IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen
Russell Frith
Fraser McKinlay
Fiona Kordiak

Apologies: Caroline Gardner

In attendance: Antony Clark joined the meeting for **item 3**
Alex Devlin joined the meeting for **item 4**
Martin Walker and Paul Reilly joined the meeting for **item 5(a)**

1.	Minutes from Management Team Meeting – 9 December 2014		
	The draft minute dated 9 December 2014, was approved as an accurate record of the meeting, subject to amendment.		
2.	Communications Digest		
	<p>Diane McGiffen introduced the Communications Digest report, a copy of which had been previously circulated.</p> <p>Diane invited discussion on the content of the report and Management Team noted the key highlights.</p> <p>Management Team discussed the plans for a new local government body similar to COSLA and Fraser McKinlay agreed to revert to on the formal engagements between the new local government body and the Accounts Commission and COSLA.</p>	FMcKinlay	Jan 2015
3.	Auditing Community Planning Partnerships: Review of the 2013/14 Audit Programme and Proposed Future Audit Approach		
	<p>Antony Clark joined the meeting.</p> <p>Antony Clark introduced the Auditing Community Planning Partnerships: Review of the 2013/14 Audit Programme and Proposed Future Audit Approach Board report, a copy of which had been previously circulated.</p> <p>Antony invited Management Team to note the report and agree its submission to the Board at its meeting on Thursday 22 January.</p> <p>Following discussion, Management Team noted the content of the report and approved its submission to the Board.</p> <p>Antony Clark left the meeting.</p>		

4.	Supplier Information Security Policy		
	<p>Alex Devlin joined the meeting.</p> <p>Alex Devlin introduced the Supplier Information Security Policy report, a copy of which had been previously circulated.</p> <p>Alex invited Management Team to consider and approve the policy as created to address information security for third parties engaged by Audit Scotland.</p> <p>Following discussion, Management Team approved the policy subject to testing and any issues being reported.</p> <p>Alex Devlin left the meeting.</p>		
5.	Becoming World Class		
	<p>(a) Strategy for Public Audit</p> <p>Martin Walker and Paul Reilly joined the meeting.</p> <p>Diane McGiffen introduced the Strategy for Public Audit report, a copy of which had been previously discussed.</p> <p>Diane recapped on previous Management Team discussions and welcomed any further comments on the draft previously circulated.</p> <p>Management Team discussed how best to present the strategy, expanding on the four dimensions and enhancing how linking across the wider public sector, added value and provided independent assurance.</p> <p>During detailed discussion, Management Team provided further commentary and suggestions on the draft.</p> <p>Diane welcomed the input and agreed a further draft would be produced.</p> <p>Martin Walker and Paul Reilly left the meeting.</p>	DMcGiffen	Jan 2015
6.	Building a Better Organisation		

	<p>(a) Edinburgh Office Move</p> <p>Diane McGiffen and Fraser McKinlay provided a verbal update on the Edinburgh Property Move and feedback from the Focus Group on the proposed design layout and high level concepts. Members of the Focus Groups were updating colleagues in their respective teams to gain feedback to share at the next Focus Group meeting on 21 January 2015.</p> <p>Meanwhile, Management Team noted that negotiations on the lease continue and tender interviews for a Project Manager were scheduled for 30 January 2015.</p>		
7.	Securing World Class Audit		
	<p>(a) Review of Funding and Fees</p> <p>Russell introduced the Review of Funding and Fees report, a copy of which had been previously circulated.</p> <p>Russell then invited Management Team to a discussion on the substance of the report before its submission to the Board at its meeting on 22 January 2015.</p> <p>Russell chaired the discussion during which Management Team provided initial commentary and feedback.</p> <p>Following discussion, Management Team agreed the report for Board should follow the same format, allowing for detailed discussion on the options being proposed.</p> <p>Russell thanked Management Team for their insight and agreed to present to the Board on the options for proposed funding and fee options, allowing consideration and discussion on the proposals.</p>		
8.	Forward Planning		
	<p>(a) Review Draft Agenda for Management Team meeting, 20 January 2015</p> <p>Management Team agreed the agenda for their next meeting.</p> <p>(b) Review Draft Agenda for Board meeting, 22 January 2015</p> <p>Management Team noted the agenda for the Board meeting next week.</p>		

	<p>(c) Review 2015 Agenda Planner</p> <p>Management Team noted the agenda planner for the next three months.</p> <p>(d) Review Actions Tracker</p> <p>Management Team reviewed the current actions.</p>		
9.	Key messages to colleagues		
	<ul style="list-style-type: none"> - Supplier Information Security Policy. - Edinburgh Property Move. 		
10.	AOB		
	Russell Frith advised Management Team of his meeting with Alyson Stafford and Alex Smith.		
11.	Date of next meeting		
	<p>The next Management Team meeting will be held on: Tuesday 20 January 2015.</p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM
 MINUTE OF MEETING HELD ON 20 JANUARY 2015
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: Gillian Woolman joined the meeting for **item 2**
 David Hanlon joined the meeting for **item 3**
 John Maclean joined the meeting for **items 4 to 11**

1.	Minutes from Management Team Meeting – 13 January 2015		
	The draft minute dated 13 January 2014, was approved as an accurate record of the meeting.		
2.	Hotlist of Emerging Audit Risks		
	<p>Gillian Woolman joined the meeting.</p> <p>Gillian introduced the Hotlist of Emerging Audit Risks report, a copy of which had been previously circulated.</p> <p>Gillian invited Management Team to note the key risks identified and provided a summary of each new audit risk.</p> <p>Management Team discussed the report and reflected on the key risks identified. Following further discussion, Management Team agreed it would be useful to have the items on the watch list grouped under themes which would usefully flag common risks.</p> <p>Gillian Woolman left the meeting.</p>		
3.	Lothian Pension Fund – 2014 Valuation		
	<p>David Hanlon joined the meeting.</p> <p>David Hanlon introduced the Lothian Pension Fund – 2014 Valuation report, a copy of which had been previously circulated.</p> <p>David invited Management Team to note the results of the valuation of Lothian Pension Fund and consider the employer contributions options proposed by Lothian Pension Fund. Management Team discussed the proposed options and impact these would have in terms of funding.</p>		

	<p>Following detailed discussion, Management Team approved the adoption of the proposed contribution stability mechanism for the next three years.</p> <p>Diane McGiffen advised this matter would be discussed at the meeting of Remco on 27 February.</p> <p>David Hanlon left the meeting.</p>	DHanlon	Feb 2015
	<p>Becoming World Class</p> <p>John Maclean joined the meeting.</p>		
4.	Strategy for Public Audit		
	Diane McGiffen provided an update on the Strategy for Public Audit.		
5.	Building a Better Organisation		
	Fiona Kordiak provided an update on the Building a Better Organisation workstream.		
6.	Securing World Class Audit		
	Russell Frith provided an update on the work in relation to Securing World Class Audit and advised there was a presentation and discussion with the Board on potential funding and fee options.		
7.	Making a Difference		
	Fraser McKinlay provided an update on Making a Difference and the initiatives and development opportunities this work had created.		
8.	Forward Planning		
	<p>(a) Review Draft Agenda for Management Team meeting, 27 January 2015</p> <p>Management Team agreed the agenda for their next meeting.</p> <p>(b) Review Draft Agenda for Remco meeting, 27 February 2015</p> <p>Management Team noted the agenda for the Remco meeting on 27 February 2015.</p> <p>(c) Review Draft Agenda for Audit Committee meeting, 27 February 2015</p> <p>Management Team noted the proposed agenda for the Audit Committee meeting on 27 February 2015.</p>		

9.	Key messages to colleagues		
	Becoming world class and the continuing work by those involved which had created some interesting development opportunities.		
10.	AOB		
	There was no further business.		
11.	Date of next meeting		
	The next Management Team meeting will be held on: Tuesday 27 January 2015. <i>Please give your apologies to Joy Webber (x1606)</i>		

**AUDIT SCOTLAND MANAGEMENT TEAM
 MINUTE OF MEETING HELD ON 27 JANUARY 2015
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen
 Russell Frith
 Fiona Kordiak

Apologies: Caroline Gardner
 Fraser McKinlay

In attendance: Antony Clark and Mark Roberts joined the meeting for *item 4*

1.	Minutes from Management Team Meeting – 20 January 2015		
	The draft minute dated 20 January 2014, was approved as an accurate record of the meeting, subject to a minor correction.		
2.	Independent Financial Scrutiny Events for MSPs		
	<p>Diane McGiffen introduced the discussion paper for the proposed Independent Financial Scrutiny Events to be co-hosted with Colin Beattie and Paul Martin in the Scottish Parliament, a copy of which had been previously circulated.</p> <p>Diane invited Management Team to note the first event was proposed to be held in May and welcomed comments on the proposed formats for the event.</p> <p>Management Team discussed the options proposed and agreed a version of the recommended format should be developed.</p>		
3.	Draft Accounts Commission Agenda 12/02/2015		
	<p>Diane introduced the Draft Accounts Commission Agenda 12/02/2015 report, a copy of which had been previously circulated.</p> <p>Diane invited Management Team to note a copy of a revised agenda would be circulated to reflect the Chair of the Accounts Commission's request for updates on the Edinburgh Office Reprovision, Best Companies Survey and the Corporate Plan at the meeting on 12 February 2015.</p> <p>Management Team welcomed the update.</p>	JWebber	Jan 2015
	Becoming World Class		
4.	Making a Difference		
	(a) Audit Scotland's Climate Change and Adaption Plan (2015-20) – Scope and Ambition Discussion		

	<p>Antony Clark and Mark Roberts joined the meeting.</p> <p>Antony Clark introduced the discussion on Audit Scotland's Climate Change and Adaption Plan, highlighting the increasing awareness in the public sector of climate change and the cross party support for 2020 targets.</p> <p>While recognising the good progress made with Audit Scotland's current Carbon Management Plan, Antony invited Management Team to note the analysis of our strengths, the opportunities for improvement and how we can overcome the obstacles identified, a copy of which was tabled.</p> <p>In addition, Antony tabled a paper detailing emission sources within Climate Change Plan boundaries and invited Management Team to consider whether any elements currently outwith the boundary should now be included.</p> <p>Management Team discussed areas for development included raising awareness, reviewing travel, re-using equipment, increased recycling and improving onsite communications.</p> <p>Management Team also discussed the possibility of including this as a measure as part of audit appointments and if it would be possible to include it in the current procurement round.</p> <p>Following discussion, Management Team welcomed the opportunity to discuss proposals for the new plan and agreed this would come to an early Leadership Group meeting.</p> <p>Antony Clark and Mark Roberts left the meeting.</p>		
5.	Forward Planning		
	<p>(a) Review Draft Agenda for Management Team meeting, 3 February 2015</p> <p>Management Team discussed and agreed additional items for their meeting on 3 February 2015.</p> <p>(b) Review Draft Agenda for Board meeting, 27 February 2015</p> <p>Management Team noted the agenda for the Board meeting on 27 February 2015, a further update of which would be circulated.</p>	JWebber	Jan 2015
6.	Key messages to colleagues		

	Climate Change		
7.	AOB		
	<p>Russell Frith provided advised Management Team of the Board discussion in relation to the Funding and Fees Report. The Board had agreed two models of funding should be developed for further consideration at its meeting on 26 March 2015. Russell agreed to consider the timing of Management Team engagement in advance of the Board discussion. Management Team noted this was on the agenda with Leadership Group on 28 January 2015.</p> <p>Diane McGiffen provided a brief update on the New Edinburgh Office and advised there would be a fuller update at next week's meeting.</p>	<p>RFrith</p> <p>DMcGiffen</p>	<p>Jan 2015</p> <p>Jan 2015</p>
8.	Date of next meeting		
	<p>The next Management Team meeting will be held on: Tuesday 3 February 2015.</p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM
 MINUTE OF MEETING HELD ON 3 FEBRUARY 2015
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: James Gillies *items 2 & 10*
 David Hanlon *items 3, 4 & 5*
 Martin Walker *items 5, 6, 7, 8 and 9a*
 Ian Metcalfe *item 5*
 Alex Devlin *item 8*
 David Blattman *items 9b and 9c*
 Douglas Black *item 9b*
 Rachel Parker *item 9c*
 Claire Sweeney and Antony Clark *item 10*

1.	Minutes from Management Team Meeting – 27 January 2015		
	The draft minute dated 27 January 2015, was approved as an accurate record of the meeting.		
2.	Communications Digest		
	<p>James Gillies joined the meeting.</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 volume of reports due to be published and highlighted the forthcoming moratorium from the beginning of April.</p> <p>Management Team noted the reports due to be published and Fraser provided an overview of the current progress.</p> <p>James Gillies left the meeting.</p>		
3.	2016/17 Budget Process and Timetable		
	<p>David Hanlon joined the meeting.</p> <p>David introduced the 2016/17 Budget Process and Timetable report, a copy of which had been previously circulated.</p> <p>David invited Management Team to approve the proposed process and draft timetable prior to its submission to the Board and Audit Committee meetings on 27 February 2015.</p>		

	Following discussion, Management Team approved the proposed process and draft timetable.		
4.	Q3 Financial Results 2014/15		
	<p>David Hanlon introduced the Q3 Financial Results 2014/15 report, a copy of which had been previously circulated.</p> <p>David invited Management Team to consider the financial results to end December 2014 and approve the report for submission to the Board and Audit Committee.</p> <p>Management Team discussed the current level of underspend and the projected level at the year end. It was recognised that delays to projects commencing had increased the level of underspend and agreed there was opportunity to bring forward other known project costs.</p> <p>Management Team considered the budgets for each business group and acknowledged both the levels of overspend in relation to training, ICT and staffing and the reduction of spend in relation to travel.</p> <p>Following detailed discussion, Management Team approved the submission of the results to the Board and Audit Committee.</p>		
5.	Q3 Performance Report 2014/15		
	<p>Martin Walker and Ian Metcalfe joined the meeting.</p> <p>Martin provided a brief introduction to the Q3 Performance Report 2014/15 report, a copy of which had been previously circulated.</p> <p>Martin invited Management Team to consider whether additional management attention was required on any area reported before approving the report for submission to the Board.</p> <p>Management Team discussed the overall performance assessment and noted 7 of the 9 corporate objectives are assessed as green, 2 objectives are amber and none of the objectives are assessed as being red. Management Team also noted the improved assessments in relation to Impact and the Best Company survey results.</p> <p>Following detailed discussion, Management Team noted the review being undertaken by the Performance and Risk Management Group to develop a plan to support further improvement of our current performance management arrangements and how best to align their work with that of the Impact Group.</p> <p>Management Team considered each objective and discussed what actions could be taken to improve performance. With</p>		

	<p>regard to slippage in reporting, Management Team discussed the need to learn from the current process and consider joining up reporting across PABV and ASG.</p> <p>In considering the objective around the quality and impact of our work, Russell agreed to provide an update to Management Team on the scorecards.</p> <p>With regard to objective 3.2, Management Team agreed that a strategic review of how we develop and strengthens skills across the organisation would be considered with the Leadership Group during the next quarter.</p> <p>Management Team discussed in detail how we empower and support colleagues, recognising that while the Best Companies results showed progress had been made, there was scope to improve further. Management Team would work with the Diversity Steering Group to develop a framework for improvement.</p> <p>Management Team welcomed the report and, subject to amendment, approved its submission to the Board.</p> <p>Ian Metcalfe and David Hanlon left the meeting.</p>	<p>RFrith</p> <p>DMcGiffen/ MWalker</p> <p>MTaylor</p>	<p>Mar 2015</p> <p>May 2015</p> <p>May 2015</p>
6.	Review of Risk Register		
	<p>Martin Walker introduced the Review of Risk Register report, a copy of which had been previously circulated.</p> <p>Martin invited Management Team to review and comment on the revised register and approve its submission to the Board.</p> <p>Management Team noted there was no overall change to the risk level and discussed the expansion of actions, proposed owners and timescales for each risk.</p> <p>Following detailed discussion, Management Team agreed the inclusion of additional information and approved its submission to the Board.</p>		
7.	Risk Interrogation - VFM		
	<p>Martin Walker introduced the Risk Interrogation - VFM report, a copy of which had been previously circulated.</p> <p>Martin invited Management Team to comment on the risk interrogation and, subject to any amendments, approve its submission to the Audit Committee.</p> <p>Following detailed discussion, Management Team provided input to the report and approved its submission to the Audit Committee. Management Team agreed action owners would attend the Audit Committee meeting on 27 February 2015.</p>	<p>ALL</p>	<p>Feb 2015</p>

8.	Internal Audit 2014/15		
	<p>Alex Devlin joined the meeting.</p> <p>Alex Devlin introduced the Internal Audit 2014/15 report, a copy of which had been previously circulated.</p> <p>Alex invited Management Team to note the outcomes from the 2014/15 internal audit programme of work undertaken by tiaa, and approve its submission to the Audit Committee.</p> <p>Following discussion, Management Team provided general comments on the report and approved its submission to the Audit Committee.</p> <p>Alex Devlin left the meeting.</p>		
	Becoming World Class		
9.	Building a Better Organisation		
	<p>(a) Managing our Improvement Programme</p> <p>Martin Walker introduced the Managing our Improvement Programme report, a copy of which had been previously circulated.</p> <p>Martin invited Management Team to consider and approve the proposed approach for governance and management of the improvement programme, review and comment on the programme content and approve the draft scope guidance and its further development.</p> <p>Management Team discussed the benefit of refining and bringing together our approach to projects under one governance framework to reduce bureaucracy and drain on resources. The benefit of a quarterly report by the project lead would also provide assurance and the opportunity to challenge performance.</p> <p>Following discussion, Management Team approve the approach around governance and management of the improvement programme.</p> <p>Martin Walker left the meeting.</p>		
	<p>(b) New Terms of Reference for Audit Scotland's Health & Safety Committee</p> <p>David Blattman, Douglas Black and Rachel Parker joined the meeting.</p> <p>David Blattman briefly introduced the New Terms of Reference for Audit Scotland's Health & Safety Committee report, a copy of which had been</p>		

	<p>previously circulated.</p> <p>Douglas Black then invited Management Team to comment on the report and the proposal to expand the Committee's remit to include a greater focus on wellbeing.</p> <p>Management Team discussed how the increased remit and focus would benefit the health, safety and wellbeing of staff and approved the new Terms of Reference to enable the Health, Safety and Wellbeing Committee to continue its work into 2015/16.</p> <p>In terms of membership of the Committee, Management Team agreed it would be beneficial to build in additional representation from PABV and ASG.</p> <p>Management Team welcomed the report.</p> <p>Douglas Black left the meeting.</p>		
	<p>(c) Attracting, Selection and Recruiting World Class People in a Digital World</p> <p>David Blattman and Rachel Parker introduced the Attracting, Selection and Recruiting World Class People in a Digital World report, a copy of which had been previously circulated.</p> <p>David invited Management Team to consider and comment on the future recruitment strategy presented and approve the HR & OD Manager to develop existing HR policies in support of simplifying our approach to selection processes.</p> <p>Following detailed discussion, Management Team recognised the benefits of modernising our approach to recruitment, selection and retention of people and welcomed a further discussion on proposals for policy change once these were available.</p> <p>David Blattman and Rachel Parker left the meeting.</p>	DBlattman	May 2015
10.	Securing World Class Audit		
	<p>(a) Health and Social Care Integration Update</p> <p>Antony Clark and Claire Sweeney joined the meeting.</p> <p>Antony Clark introduced the Health and Social Care Integration Update report, a copy of which had been previously circulated.</p>		

	<p>Antony invited Management Team to consider and comment on the proposals to carry out a joint piece of work with the Care Inspectorate and Healthcare Improvement Scotland which would be reviewed after the arrangements have been in place for one year.</p> <p>Following detailed discussion, Management Team agreed with the overall approach to the Health and Social Care Integration.</p> <p>Antony Clark and Claire Sweeney left the meeting.</p>		
11.	Making a Difference		
	<p>(a) New Edinburgh Office</p> <p>David Hanlon joined the meeting.</p> <p>David advised Management Team that Thomson Gray had been appointed as Project Managers for the New Edinburgh Office. With regard to the lease, negotiations were still ongoing but we hoped to be able to advise colleagues of the new location later this week.</p> <p>Diane provided Management Team with an update from the latest Steering Group meeting.</p> <p>David Hanlon left the meeting.</p>		
12.	Forward planning		
	<p>(a) Review Draft Agenda for Management Team meeting 10 February 2015</p> <p>Management Team agreed the agenda for their next meeting.</p>		
13.	Key messages to colleagues		
	<ul style="list-style-type: none"> - Q3 Financial Results - Q3 Performance Results - New Edinburgh Office 		
14.	AOB		
	There was no other business.		
15.	Date of next meeting		
	<p>The next Management Team meeting will be held on: Tuesday 10 February 2015.</p> <p>Apologies: None <i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM
 MINUTE OF MEETING HELD ON 10 FEBRUARY 2015
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

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

Apologies: None

In attendance: Angela Canning *items 2 & 10*
 David Hanlon *items 3, 4 & 5*
 Alex Devlin *item 6*
 David Blattman and Cindy Cunningham *item 5*
 David Henning and Philippa Salvesen *items 6 & 7*
 John Gilchrist and Fiona Mitchell-Knight *item 9*
 Kirsty Whyte, Sarah Pollock, Dorothy Lavery *item 10*
 Nicola Constable joined to minute the meeting

1.	Minutes from Management Team Meeting – 3 February 2015		
	The draft minute dated 3 February 2015, would be considered at the next meeting of Management Team.	JWebber	Feb 2015
2.	Hotlist of Emerging Audit Risks		
	<p>Angela Canning joined the meeting.</p> <p>Angela introduced the Hotlist of Emerging Audit Risks report, a copy of which had been previously circulated.</p> <p>Angela invited Management Team to note the two new items and a previous item had been re-introduced due to level of correspondence received.</p> <p>Management Team discussed the report and reflected on the key risks identified. Following further discussion, Management Team agreed to consider again the possibility of a S102 report.</p> <p>Angela Canning left the meeting.</p>	FMcKinlay	Feb 2015
3.	2014/15 Year End Statutory Accounts Timetable		
	<p>David Hanlon joined the meeting.</p> <p>David introduced the 2014/15 Year End Statutory Accounts Timetable Report, a copy of which had been previously circulated.</p> <p>David invited Management Team to approve the timetable for submission to the Audit Committee meeting on 27 February</p>		

	2015. Management Team approved the timetable.		
4.	Company Credit Cards		
	<p>David Hanlon introduced the Company Credit Cards Report, a copy of which had been previously circulated.</p> <p>David invited Management Team to consider and approve the report for submission to the Audit Committee.</p> <p>Management Team discussed the report and the need to provide substantial assurance around our governance arrangements for company credit cards.</p> <p>Following discussion, Management Team agreed additional information in relation to categories of spend and details of the last internal audit report should also be included.</p>	DHanlon	Feb 2015
5.	Value for Money - Agency and Seconded Staff		
	<p>David Blattman and Cindy Cunningham joined the meeting.</p> <p>David provided a brief introduction to the paper, a copy of which had been previously circulated.</p> <p>David invited Management Team to discuss the report and welcomed any comments.</p> <p>Management Team discussed the funding of agency staff and requested the report provided clarification on the level of agency staff employed. Following further discussion, Management Team agreed the report should reflect the positive level of establishment achieved as well as the variety of internal and external secondment opportunities we have been able to offer colleagues.</p> <p>David welcomed the feedback and would update the report to reflect discussions prior to its issue to the Audit Committee.</p> <p>David Hanlon, David Blattman and Cindy Cunningham left the meeting.</p>	DBlattman	Feb 2015
6.	Freedom of Information Publication Scheme 2015-19		
	<p>Alex Devlin and David Henning joined the meeting.</p> <p>Alex introduced the Freedom of Information Publication Scheme 2015-19 report, a copy of which had been previously circulated.</p> <p>Alex invited Management Team to note and approve the proposal to have our Freedom of Information publication</p>		

	<p>scheme re-approved by the Scottish Information Commissioner (SIC) for the period 31 May 2015 – 2019.</p> <p>Management Team discussed the information we currently publish and what other outputs would be included. Management Team agreed we should comply with the good practice of SIC and therefore follow the SIC publications as a minimum.</p> <p>In relation to resourcing, Management Team noted this could go through the Information Asset Owners.</p> <p>Following detailed discussion Management Team approved the Scheme in principle. Management Team agreed Alex would revert once he had information of possible cost implications and a proposed timetable for engaging with the Board and Accounts Commission.</p> <p>Alex Devlin left the meeting.</p>	ADevlin	Mar 2015
7.	Information Security Statement		
	<p>Philippa Salvesen joined the meeting.</p> <p>David Henning and Philippa Salvesen provided a brief introduction to the Information Security Statement report, a copy of which had been previously circulated.</p> <p>Management Team discussed the delivery, costs and resource involved in the ISO27001:2013 standard. David confirmed the cost had been budgeted for already and that the final audit will be completed when we move to the new Edinburgh Office as ISO is place specific.</p> <p>Following discussion, Management Team agreed the wording of the statement required to be updated.</p> <p>Management Team invited an update on progress in the next 3 to 4 months.</p> <p>David Henning and Philippa Salvesen left the meeting.</p>	PSalvesen PSalvesen	Feb 2015 Jun 2015
8.	Accounts Commission Committees Agenda 26/02/2015		
	<p>Diane introduced the Accounts Commission Draft Agenda, a copy of which had been previously circulated.</p> <p>Following discussion, Management Team noted the agenda.</p>		
	Becoming World Class		
9.	Securing World Class Audit		
	<p>(a) NHS Survey</p> <p>John Gilchrist and Fiona Mitchell-Knight joined</p>		

	<p>the meeting.</p> <p>Russell provided a brief introduction to the paper and the results of the survey, a copy of which had been previously circulated.</p> <p>John provided a more detailed update in relation to responses and responders. As the information owner for PABV, the responses had been shared with Claire Sweeney and Fraser would liaise with her on any steps to be taken.</p> <p>Fiona Mitchell-Knight also provided an update into the relationship with NSS, their response and what improvements they have agreed to put in place.</p> <p>Following detailed discussion, Management Team identified further questions in relation to overall strategy.</p> <p>Management Team welcomed the report which provided a wider picture of the important systematic issues.</p> <p>John Gilchrist and Fiona Mitchell-Knight left the meeting.</p>	<p>FMcKinlay</p>	<p>Feb 2015</p>
<p>10.</p>	<p>Making a Difference</p>		
	<p>(a) 2014 Annual Correspondence Report and Correspondence Development Project</p> <p>Angela Canning, Kirsty Whyte, Sarah Pollock and Dorothy Lavery joined the meeting.</p> <p>Angela provided a brief introduction on the two reports, copies of which had been previously circulated.</p> <p>Angela invited Management Team to consider and comment on the Annual Report in advance of this being finalised and issued.</p> <p>Following detailed discussion, Management Team recognised the improvements which had been made to reporting and discussed the merit in having the ability to analyse the information being reported eg themes, costs etc.</p> <p>Management Team provided feedback on the tone of the Annual Report and queried the robustness of previous figures reported.</p> <p>Management Team then considered the Development Project paper in relation to the costs, the full correspondence structure and process and</p>		

	<p>resourcing.</p> <p>Management Team agreed they would like to see further alternative models on capacity, resourcing and location of the correspondence process.</p> <p>Angela Canning, Kirsty Whyte, Sarah Pollock and Dorothy Lavery left the meeting.</p>	A Canning	? 2015
11.	Building a Better Organisation		
	<p>(a) Edinburgh Property Update</p> <p>Diane advised that the Project Managers had been appointed and anticipated progress will be made quickly into the design stage and programme of works. Diane would provide a further update at the next Management Team meeting.</p>	DMcGiffen	Feb 2015
12.	Forward planning		
	<p>(a) Review Draft Agenda for Management Team meeting, 24 February 2015</p> <p>Management Team agreed the agenda for their next meeting.</p>		
13.	Key messages to colleagues		
	<ul style="list-style-type: none"> - Freedom of Information Publication Scheme 2015-19 - Edinburgh Property Update 		
14.	AOB		
	<p>Russell Frith discussed with Management Team the two calls of evidence Audit Scotland have been asked to make submissions to.</p> <p>Management Team agreed they were happy for Russell to take forward and respond.</p>	RFrith	Mar 2015
15.	Date of next meeting		
	<p>The next Management Team meeting will be held on: Tuesday 24 February 2015.</p> <p>Apologies: Fraser McKinlay</p> <p><i>Please give your apologies to Joy Webber (x1606)</i></p>		

**AUDIT SCOTLAND MANAGEMENT TEAM
 MINUTE OF MEETING HELD ON 24 FEBRUARY 2015
 IN AUDIT SCOTLAND'S OFFICES AT 18 GEORGE STREET, EDINBURGH.**

Present: Diane McGiffen
 Russell Frith
 Fiona Kordiak
 Caroline Gardner
 Fraser McKinlay
 Joy Webber (Minutes)

Apologies: None

In attendance: Alex Devlin *item 3*
 Mary Muir *item 7*

1.	Minutes		
	The draft minutes dated 3 and 10 February 2015, were approved as accurate records of the respective meetings.		
2.	Corporate Plan 2015-18 Update		
	Diane introduced the Corporate Plan 2015-18 Update Report, a copy of which had been previously circulated. Management Team noted there would be an update to the Board at its meeting on 27 February and prior to that Martin Walker would issue a draft of the updated plan.	MWalker	Feb 2015
3.	Complaints Update 2014/15		
	Alex Devlin joined the meeting. Alex introduced the Complaints Updated 2014/15 report, which had been previously circulated. Alex invited Management Team to note the number of complaints received to date and the review undertaken with the correspondence to identify improvements required to the administration and management of the correspondence process. Management Team welcomed the update and agreed Alex would capture some examples of complaints to share with the Board and also with business groups as part of discussions to inform colleagues of the complaints process. Alex Devlin left the meeting.	ADevlin	Feb 2015
4.	Accounts Commission Agenda 12/03/2015		
	Fraser McKinlay introduced the agenda for the Accounts Commission meeting on 12 March 2015.		

	Following discussion, Management Team agreed the agenda.		
Becoming World Class			
5.	Securing World Class		
	<p>(a) Fees and Funding Options</p> <p>Russell Frith introduced the Review of Funding and Fees – Sector Costs report, a copy of which had been circulated previously.</p> <p>Russell then tabled a paper on Audit Scotland's Financial Models to aid discussion on the proposed cost allocation assumptions to be used in evaluating our funding to ensure compliance with our statutory duty.</p> <p>Following discussion, Management Team noted the financial models as set out.</p> <p>Russell then invited Management Team to discuss the underlying assumptions for sector costs using revised assumptions.</p> <p>During detailed discussion, Management Team provided feedback on the proposed allocation of funding for each cost centre and the split where this might change.</p> <p>Management Team agreed importance of reviewing the assumptions to ensure these are fit for purpose and to provide the Board, at its meeting in March, with options on funding.</p> <p>Given the complexities to be considered by the Board, Russell agreed that he, Fraser and Fiona would arrange to meet with those Board members who wished more detail around the proposals.</p>	RFrith	Mar 2015
6.	Building a Better Organisation		
	<p>(a) Update on Workstream</p> <p>Fiona tabled the proposed work plan for 'How we work together' and invited Management Team to note the first phase business group sessions to be hosted by MCR had been scheduled to take place over the following two weeks.</p> <p>Following discussion, Management Team welcomed the opportunity to join their respective business group sessions and noted the timeline for the project.</p>		

7.	Building a Better Organisation		
	<p>(a) Edinburgh Property Update</p> <p>Mary Muir joined the meeting.</p> <p>Diane tabled a draft plan to Management Team and welcomed comments on the updated proposals.</p> <p>Following discussion, Management Team welcomed the opportunity to comment on the plan and noted the update in relation to the fit out, particularly the research and survey being undertaken to assess wireless capability.</p> <p>Mary Muir then provided an update on the lease and forthcoming procurement discussions.</p> <p>Diane agreed to feed back comments and observations to haa design and would revert to Management Team next week with any further updates.</p> <p>Mary Muir left the meeting.</p>	DMcGiffen	Mar 2015
8.	Making a Difference		
	<p>(a) ASG Review of Impact: Local Government</p> <p>Fiona Kordiak introduced the ASG Review of Impact: Local Government report, a copy of which had been previously circulated.</p> <p>Fiona invited Management Team to note the report and its findings.</p> <p>Management Team welcomed the report and noted the proposed dimensions for impact reports going forward under the leadership of Martin Walker.</p>		
9.	Forward Planning		
	<p>(a) Review Draft Agenda for Management Team meeting, 3 March 2015</p> <p>Management Team agreed the agenda for their next meeting.</p>		
10.	Key messages to colleagues		
	<ul style="list-style-type: none"> - Complaints/Correspondence - ASG Impact Report 		
11.	AOB		

	Diane McGiffen tabled the agenda for each of the Audit Committee, Remco and Board meetings being held this Friday, 27 February 2014 at 18 George Street.		
12.	Date of next meeting		
	The next Management Team meeting will be held on: Tuesday 3 March 2015. Apologies: None <i>Please give your apologies to Joy Webber (x1606)</i>		