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	<p>Barbara Hurst and Angela Canning introduced the NHS &amp; Central Government Sector Plans, which had been previously circulated.</p> <p>Bob Black provided some detailed comments on the plans. There was a discussion of the relationship between sector plans, corporate plans and underlying business plans. There are some outstanding issues about monitoring the actions; this will be picked up via monitoring reports and the development of new PIs for Audit Scotland.</p> <p>A template has been developed for monitoring the Local Government Sector Plan; this should inform thinking about the NHS &amp; Central Government Sector Plans.</p> <p>Management Group agreed to revisit this at the September Management Group meeting.</p> <p>There was discussion about how we keep our sector plans relevant in the rapidly changing context of public services. Management Group agreed the need for an away day to consider how we are linking context to corporate plan and sector plans.</p>	CA/DMcG	22.09.09  Sept 09
<b>5.</b>	<b>Correspondence Summary</b>		
	<p>David Pia introduced the Correspondence Summary update, which had been previously circulated.</p> <p>A discussion took place about the recent meeting with SPSO.</p>		
<b>6.</b>	<b>Correspondence Review</b>		
	<p>David Pia introduced a report on the Correspondence Review, which had been previously circulated, outlining what we are aiming to achieve in dealing with correspondence.</p> <p>Following discussion it was agreed that:</p> <ul style="list-style-type: none"> <li>• We do need to respond to correspondence for the reasons set out in the paper.</li> <li>• Fraser McKinlay should draft a spec as planned for an external review</li> <li>• Include Freedom of Information and Complaints for discussion with Diane McGiffen and that the Management Team criteria for evaluating options.</li> <li>• Barbara Hurst should draft a short protocol setting out how we will respond to media enquiries about correspondence.</li> </ul>	FMcK  BH	August 09  August 09

7.	<b>Developing Best Value – Update</b>		
	<p>David Pia provided a verbal update on Best Value in Local Government.</p> <ul style="list-style-type: none"> <li>• Aberdeen follow-up to Accounts Commission on 15 July</li> <li>• West Dunbartonshire Council findings to be published on 9 July.</li> <li>• Best Value overview in draft for next Accounts Commission meeting.</li> <li>• Best Value 2 progressing well. Consultation now completed; analysis of responses to Accounts Commission on 15 July with proposals for how to respond. Pathfinders are underway.</li> <li>• Pilot audits underway in Tayside and Northern Police.</li> </ul> <p>Barbara provided an update on Best Value in the NHS and Central Government.</p> <ul style="list-style-type: none"> <li>• Second meeting of Central Government reference group this week. Barbara Hurst and Lorna Meahan to attend.</li> <li>• Meeting with Kevin Woods will be a good opportunity to seek a slot at a forthcoming meeting of clients and chief executives.</li> </ul>		
8.	<b>Swine Flu – Update</b>		
	<p>Bob Black introduced Audit Scotland’s Influenza Pandemic Plan.</p> <p>Management Group agreed:</p> <ul style="list-style-type: none"> <li>• Continue to monitor</li> <li>• Encourage line managers to communicate with staff</li> </ul>		
9.	<b>Code of Conduct</b>		
	<p>Mandy Gallacher attended for this item. After discussion it was agreed that:</p> <ul style="list-style-type: none"> <li>• Mandy Gallacher would check with Russell Frith the relationship between the Code of Conduct and the Ethical Standards</li> <li>• Subject to that, the Code should be the subject of consultation with the Union.</li> </ul>	<b>MG</b>	<b>Immediate</b>

10.	AOB		
10.1	<p><b>Proposal Restricting Transfers into the Local Government Pension Scheme</b></p> <p>Caroline Gardner introduced a short briefing note about the proposal to restrict future transfers into the Local Government Pension Scheme.</p> <p>Management Group agreed to propose Option 2, subject to any further information on the likely financial implications of transfers into the scheme.</p>		
11.	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 21 July at 09.30hrs</b> and will be held in the <b>Audit General's office</b></li> </ul> <p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 28 July at 09.30hrs</b> and will be held in the <b>Boardroom at 110GS</b></li> </ul> <p><b><u>Apologies</u></b></p> <p>28.07.09      BB, DP</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT GROUP

### MINUTE OF MEETING HELD 28 JULY 2009

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

Apologies: Bob Black  
David Pia  
Lynn Bradley

In Attendance: Alex Devlin joined the meeting for **Items 1 & 2**  
Angela Cullen joined the meeting for **Items 3, 4 & 5**  
Mark Roberts joined the meeting for **Item 5**  
Nikki Bridle joined the meeting for **Item 7**

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	<p>The minutes of the meeting of 30 June 2009, which had been circulated, were agreed as an accurate record, with one small amendment.</p> <p>The attendance record was incorrect and this was amended to show that Lynn Bradley attended the meeting and Fiona Kordiak was absent.</p>		
<b>2.</b>	<b>Business Continuity Update</b>		
	<p>Alex Devlin tabled a report highlighting the latest information from the Chief Medical Officer on swine flu, and summarising the actions agreed from the recent desk-top testing of our business continuity plans.</p> <p>There was discussion of the arrangements required to provide daily information on absence rates, and it was agreed that Alex would discuss local arrangements with Directors to assess their fitness for purpose in the event of significant disruption. Diane and Alex will develop a corporate reporting system that builds simply from local arrangements.</p>	<b>Diane/ Alex</b>	<b>Immediate</b>
<b>3.</b>	<b>International Strategy</b>		
	<p>Angela Cullen and Alex Devlin introduced a report on the International Strategy, which had been previously circulated. Following discussion, it was agreed that a further report would be prepared for Management Group on the basis that the preference expressed by those at the meeting was for continuing our work with other audit agencies at about the same level as experienced in previous years.</p> <p><b>Alex Devlin left the meeting</b></p>	<b>Angela</b>	<b>August</b>

4.	<b>Performance Audit Standards - Update</b>		
	<p>Angela Cullen introduced the update report on the Performance Audit Standards, which had been previously circulated.</p> <p>Management Group welcomed the publication of the standards.</p> <p>There was discussion about the further development of our strategy on quality review, and it was agreed that Russell would prepare a paper for the September meeting with proposals.</p>	Russell	<b>September 09</b>
5.	<b>Auditing (Environmental) Sustainability</b>		
	<p>Barbara Hurst, Angela Cullen and Mark Roberts introduced the Audit (Environmental) Sustainability report, which had been previously circulated.</p> <p>It was agreed that a clear organisation-wide strategy was required to address the issues highlighted in the report on:</p> <ul style="list-style-type: none"> <li>• Assessing the implications of the Carbon Reduction Commitment and the new minimum reporting requirements for sustainability</li> <li>• Reviewing our role in relation to the carbon assessment tool</li> <li>• Reviewing the studies programme and the priorities and risk framework and considering our scrutiny role in the light of the Climate Change (Scotland) Act</li> <li>• Reviewing the Code of Audit Practice</li> <li>• Organising our corporate activity on sustainability and reducing our carbon footprint.</li> </ul> <p>Following discussion, it was agreed that an updated report should be prepared for the next meeting, following further discussion between Diane, Barbara and Mark about the framework for taking this work forward and better resourcing it internally.</p> <p style="text-align: center;"><b><i>Angela Cullen and Mark Roberts left the meeting</i></b></p>	<b>Diane/ Barbara/ Mark</b>	<b>August 09</b>
6.	<b>Outline Timetable for Procurement, Fees &amp; Code of Audit Practice</b>		
	<p>Russell introduced the Outline Timetable for Procurement, Fees &amp; Code of Audit Practice report, which had been previously circulated.</p> <p>There was discussion of the need to update the draft timetable to include the appropriate Audit Scotland Board/ Auditor General/ Accounts Commission approval processes and it was agreed that Russell would develop a revised document, and prepare a paper for the Board in the autumn.</p>	<b>RF</b>	<b>October 2009</b>

	<p>There was also discussion about the assessment of the quality of audit work, and it was noted that Russell will be bringing a further paper on quality to the September meeting of the group.</p> <p>There was also discussion about how the streamlining scrutiny agenda would be incorporated into the revisions to the code of audit practice and the procurement arrangements as necessary, and it was agreed that Russell would consider this further.</p>	<p><b>RF</b></p> <p><b>RF</b></p>	<p><b>September 2009</b></p> <p><b>ongoing</b></p>
<b>7.</b>	<b>Streamlining Scrutiny</b>		
	<p>Caroline Gardner and Nikki Bridle introduced the Streamlining Scrutiny report, which had been previously circulated.</p> <p>Following discussion, Management Group noted the progress made so far and the arrangements for testing the shared risk assessment process at the development sites and BV2 pathfinders. Management Group noted the key development questions outlined in the papers and welcomed the update on progress. It was agreed that further updates would be prepared as the project progressed.</p> <p><i><b>Nikki Bridle left the meeting</b></i></p>		
<b>8.</b>	<b>Information Loss Inquiry</b>		
	<p>Fiona Kordiak introduced the Information Loss Inquiry report, which had been previously circulated. The incident had highlighted improvements that could be made to Audit Scotland's processes. Management Group noted the risks identified and lessons learned from the incident and the actions that had been taken.</p> <p>There was also discussion about the role of information asset owners and it was agreed that Mandy Gallagher would be asked to provide a further briefing and have discussions with directors about the role.</p>	<p><b>Mandy Gallacher</b></p>	<p><b>immediate</b></p>
<b>9.</b>	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 4 August</b> at <b>09.30hrs</b> and will be held in the <b>Audit General's office</b></li> </ul> <p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 25 August</b> at <b>09.30hrs</b> and will be held in the <b>Boardroom</b> at <b>110GS</b></li> </ul> <p>The next <b>Corporate Management Forum</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 28 August</b> at <b>12.00hrs</b> and will be held in the <b>Conference Room</b> at <b>18GS</b></li> </ul>		

	<b><i>Please give your apologies to Caroline x1606</i></b>		
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## AUDIT SCOTLAND MANAGEMENT GROUP

### MINUTE OF MEETING HELD 25 AUGUST 2009

Present: Bob Black  
 Diane McGiffen  
 David Pia Russell Frith  
 Lynn Bradley Barbara Hurst  
 Fiona Kordiak

Apologies: Caroline Gardner

In Attendance: Mandy Gallacher joined the meeting for *Items 2*  
 Mark Roberts joined the meeting for *Item 3 & 4*  
 David Hanlon joined the meeting for *Item 5*

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the meeting of 28 July 2009, which had been circulated, were agreed as an accurate record.		
2.	Data Handling Update		
	<p>Mandy Gallacher joined the meeting and introduced the Data Handling update report, which had been previously circulated. Following discussion, it was noted that Information Asset Owners are not yet comfortable with their new roles, that Mandy would reflect this in the report to the Audit Committee, and that Mandy would liaise closely with Information Asset Owners to progress actions and address support needs.</p> <p style="text-align: center;"><i>Mandy Gallacher left the meeting</i></p>	MG	ongoing
3.	Auditing (Environmental) Sustainability		
	<p>Barbara Hurst and Mark Roberts presented an updated report on the Audit (Environmental) Sustainability, which had been previously circulated.</p> <p>A further report was tabled which gave suggestions on some immediate actions which should be taken.</p> <p>Following discussion, it was agreed</p> <ul style="list-style-type: none"> <li>• That a national study on an aspect of climate change should be considered as part of the next forward studies programme;</li> <li>• To continue discussions with the Sustainable Development Commission about working together to scrutinise the Scottish Government's performance on climate change;</li> <li>• To note that the FRAB's proposals for sustainability reporting may become part of the</li> </ul>	DM/BH/M R	November 09

	<p>annual report and may become subject to audit;</p> <ul style="list-style-type: none"> <li>to hold a staff seminar focused on the climate change agenda and its implications for Audit Scotland; and</li> <li>to review the Environment Group's remit and membership and to focus its work more explicitly as a scrutineer of the organisation's performance.</li> </ul> <p>It was also agreed that Diane, Barbara and Mark would take this work forward and report back to the Management Group by the end of the year.</p>		
<b>4.</b>	<b>Audit Scotland's Carbon Footprint</b>		
	<p>Mark Roberts presented the Carbon Footprint report, which had been previously circulated.</p> <p>Following discussion, Management Group agreed:</p> <ul style="list-style-type: none"> <li>to support the measurement and reporting of our carbon footprint</li> <li>to approve the interim targets set out in the document</li> <li>to approve setting more stretching targets over time</li> <li>to review specifically the options and impact of changing the nature of the car fleet and the car scheme to reduce the impact on the environment.</li> </ul> <p><i>Mark Roberts left the meeting</i></p>	DM	<b>TBC</b>
<b>5.</b>	<b>Property Update</b>		
	<p>David Hanlon joined the meeting and introduced the Property update report, which had been previously circulated.</p> <p>Management Group discussed the report, the process model to consolidate the three Edinburgh offices into two properties, the draft timeline and the space planning criteria.</p> <p>Management Group approved the approach outlined in the report.</p> <p><i>David Hanlon left the meeting</i></p>		
<b>6.</b>	<b>Revised Risk Register</b>		
	Russell introduced the Revised Risk Register, which had been previously circulated. Management Group reviewed and updated the risk register.		
<b>7.</b>	<b>AOB</b>		
	<p><b>Budget reviews</b></p> <p>Bob reflected on the recent budget discussions and the</p>		

	<p>need for some more detailed discussion in the autumn of the longer-term issues for Audit Scotland's budgets and public finances.</p>		
<p><b>8.</b></p>	<p>The next <b>Corporate Management Forum</b> will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Friday, 28 August at 12.00hrs</b> and will be held in the <b>Conference Room at 18GS</b></li> </ul> <p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 1 September at 09.30hrs</b> and will be held in the <b>Auditor General's office.</b></li> </ul> <p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 22 September at 09.00hrs</b> and will be held in the <b>Boardroom at Osborne House.</b></li> </ul> <p><b><u>Apologies</u></b>  01.09.09           CG  08.09.09           CG  15.09.09           CG  29.09.09           CG</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT GROUP

### MINUTE OF MEETING HELD 22 SEPTEMBER 2009

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith  
 Barbara Hurst  
 David Pia  
 Fiona Kordiak  
 Lynn Bradley

Apologies: None

1.	Note of previous meeting	LEAD	DEADLINE
	<p>The minutes of the meeting of 25 August 2009, which had been circulated, were agreed as an accurate record.</p> <p>It was agreed to make clear on item 3 - Auditing (Environmental) Sustainability – that the review of environmental approaches should also explore the potential leadership role of Audit Scotland.</p>	DM	
2.	<b>Budget Planning</b>		
	<p>Diane provided an update on the budget planning process and the finalisation of the 2010-11 budget for approval by the Board and presentation to the Scottish Commission for Public Audit.</p>		
3.	<b>Fee Model</b>		
	<p>Lynn Bradley introduced a discussion paper on a New Fee Model, which had been previously circulated. There was a wide-ranging discussion on the report, including on the importance of predictability and proportionality in fee setting. There was also discussion of the costs and recovery of best value fees and the funding of scrutiny co-ordination work.</p> <p>Following discussion, it was agreed that:</p> <ul style="list-style-type: none"> <li>• there should be discussion at the Board about the approach to recovering the cost of scrutiny co-ordination work</li> <li>• The preparations for the next procurement round should include a more detailed paper on alternative options for funding audit and more analysis of the impact of changing the current apportionments</li> <li>• Russell should prepare more detailed briefings for auditors on the explanation of the recovery of central charges to help with communication to clients.</li> </ul>	<p><b>BB</b></p> <p><b>RF</b></p> <p><b>RF</b></p>	<p><b>Sept 09</b></p> <p><b>Dec 09</b></p> <p><b>October 09</b></p>
4.	<b>Local Government Intelligence Report</b>		

	David Pia and Lynn Bradley introduced the Local Government Intelligence Report, which had been previously circulated. There was discussion of a number of items raised in the report, including funding redundancies, equal pay and the VAT recovery achieved by local authorities.		
<b>5.</b>	<b>Audit Quality</b>		
	Russell Frith gave an update on the review of Audit Quality and agreed to prepare a paper for further discussion later in the year.	<b>RF</b>	<b>Dec 09</b>
<b>6.</b>	<b>Code of Conduct</b>		
	Russell informed the group of proposed updates to the Code of Conduct and reporting of expenses. It was agreed that these would be communicated to all staff following discussion and approval by the Board.	<b>DM</b>	<b>Oct 09</b>
<b>7.</b>	<b>Information &amp; Consultation Arrangements with PCS</b>		
	Diane updated the group on recent discussions with PCS about strengthening the partnership agreement through more regular business group management and union meetings to support and supplement the strategic partnership meetings. The Group enthusiastically welcomed the proposals and it was agreed that HR would provide support to the new meetings, at least in the early stages.	<b>DM</b>	<b>ongoing</b>
<b>8.</b>	<b>Swine Flu – Update</b>		
	Diane updated the group on the current Swine Flu position in Scotland. It was agreed that no further action was required for now.		
<b>9.</b>	<b>AOB</b>		
	Bob Black updated the group on the recent appointments process for the vacancy on the Audit Scotland Board. Lynn Bradley highlighted the recently published Audit Firm Governance Code which she agreed to circulate to the group.		
<b>10.</b>	<p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 20 October</b> at <b>09.30hrs</b> and will be held in the <b>Boardroom</b> at <b>110GS</b>.</li> </ul> <p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 29 September</b> at <b>09.30hrs</b> and will be held in the <b>Auditor General’s office</b>.</li> </ul> <p><b><u>Apologies</u></b> 29.09.09                      CG</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT GROUP

### MINUTE OF MEETING HELD 17 NOVEMBER 2009

Present: Bob Black  
Diane McGiffen  
Russell Frith  
Barbara Hurst  
David Pia  
Fiona Kordiak  
Lynn Bradley

Apologies: Caroline Gardner

In Attendance: None

<b>1.</b>	<b>Note of previous meeting</b>	<b>LEAD</b>	<b>DEADLINE</b>
	<p>The minutes of the meeting of 22 September 2009, which had been circulated, were agreed as an accurate record.</p> <p>It was noted that, on item 3 Fee Model, Lynn would defer any further work on fee modelling until the actions identified in the minute had been completed.</p>		
<b>1.1</b>	<b>Matters Arising</b>		
	<p>Diane delivered a presentation on the SCPA's report on Audit Scotland's budget 2010-11, which had been published that morning. The Group noted and welcomed the SCPA's recommendation to the Finance Committee of the Scottish Parliament that Audit Scotland's budget request and request for End Year Flexibility be approved. The Group also noted the areas on which the Commission sought further discussion and engagement with Audit Scotland.</p>		
<b>2.</b>	<b>Procurement</b>		
	<p>Russell Frith submitted his report on Procurement, which had been previously circulated.</p> <p>This report sets out the high level principles that apply currently to the appointment of private firms for a proportion of that work and identifies potential alternatives to the current policies and strategy. The Group continued the discussion from the previous Corporate Management Forum on the potential merits or disbenefits of extending the current audit appointments. Following discussion, it was agreed that:</p> <ul style="list-style-type: none"><li>• If appointments were to be extended, the case for a one year extension was considered stronger than that for two years</li><li>• That this discussion should be taken to the January Audit Scotland Board, preceded by further discussion at the December Management</li></ul>		

	<p>Group meeting</p> <ul style="list-style-type: none"> <li>• It would be preferable for the Auditor General and Commission to continue with a common procurement strategy and single procurement exercise</li> <li>• Any extension of audit appointments has to be in the context of cost freezes or reductions and to provide more time to reduce the overall cost of public audit in Scotland</li> <li>• A clear timeline needs to be developed for the December Management Group meeting mapping out all the milestones that would have to be reached on the scope of audit prior to the next procurement round.</li> </ul>	<b>RF</b>	<b>Dec and Jan2010</b>
<b>3.</b>	<b>Funding</b>		
	Russell Frith submitted his report on Funding, which had been previously circulated. It was agreed that, this discussion should be taken further once the timing of the next procurement round had been settled. The Group noted the welcome invitation by the SCPA to discuss longer-term budget issues.		
<b>4.</b>	<b>Local Government Intelligence Report</b>		
	<p>David Pia and Lynn Bradley introduced the Local Government Intelligence Report, which had been previously circulated.</p> <p>Management Group discussed the report and thanked the team for its work.</p>		
<b>5.</b>	<b>Correspondence Report</b>		
	Barbara Hurst and David Pia submitted the Correspondence Report, which had been previously circulated. Management Group noted the report.		
<b>6.</b>	<b>Performance Management Follow-up</b>		
	<p>The group discussed the Performance Management Festival which took place the previous week and focused on revising the performance reporting against the corporate plan. Diane tabled the reporting template developed during the festival and it was agreed that, with the strong input from business groups, a completed set of reports for the quarter two results would be prepared and discussed at the next Management Group meeting, along with leads for each area of the map.</p> <p>There was discussion of ways to improve such an event in future, and of the difficulties of scheduling events to secure maximum attendance.</p> <p>The group welcomed the progress made and the better</p>	<b>Diane</b>	<b>Dec 09</b>

	focus provided by using key performance questions as the focus for performance reporting.		
<b>7.</b>	<b>Swine Flu Update</b>		
	<p>Diane gave a verbal update on the Swine Flu on the activity in Scotland.</p> <ul style="list-style-type: none"> <li>• The daily average GP consultation rate for Scotland was 114.2 per 100,000; this represents an 8% increase from the previous week</li> <li>• A further 150 people, confirmed as having Influenza A H1N1v infection, required hospital admission during week 45.</li> <li>• During the past week, higher than normal pupil absence rates due to ILI have been reported in around two dozen schools across Scotland.</li> </ul>		
<b>8.</b>	<b>AOB</b>		
	<p>Russell reported on a current complaint being handled by his team.</p> <p>Bob discussed the launch and Scottish Parliament Audit Committee session on the Scotland's Public Finances report.</p>		
<b>9.</b>	<p>The next <b>Management Team</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 24 November at 09.30hrs</b> and will be held in the <b>Auditor General's office</b></li> </ul> <p>The next <b>Management Group</b> meeting will be held on:</p> <ul style="list-style-type: none"> <li>• <b>Tuesday, 8 December at 09.30hrs</b> and will be held in the <b>Boardroom at 110GS</b></li> </ul> <p><b><u>Apologies</u></b>  17.11.09 CG  24.11.09 CG</p> <p><b><i>Please give your apologies to Caroline x1606</i></b></p>		

## AUDIT SCOTLAND MANAGEMENT GROUP

### MINUTE OF MEETING HELD ON 8 DECEMBER 2009

Present: Bob Black  
 Caroline Gardner  
 Diane McGiffen  
 Russell Frith  
 Lynn Bradley  
 Fiona Kordiak  
 David Pia  
 Barbara Hurst

In Attendance: Robert Cumming from IPSOS MORI attended for *item 2*  
 James Gillies attended for *items 2, 3 and 4*.  
 David Hanlon attended for *items 5, 6 and 7*  
 Claire Sweeney, Dave Beveridge and Alex Devlin attended for *item 7*.

1.	Note of previous meeting	LEAD	DEADLINE
	The minutes of the previous meeting of 17 November 2009, which had been circulated, were agreed as an accurate record.		
2.	<b>IPSOS Mori survey of MSPs</b>		
	<p>Robert Cumming and James Gillies joined the meeting. James outlined the background to taking part in the survey of MSPs and Robert delivered a presentation on the results of the 2009 survey.</p> <p>Management Group discussed the results and thanked Robert and James for their work.</p> <p style="text-align: center;"><b><i>Robert Cumming left the meeting</i></b></p>		
3.	<b>Reviewing Audit Scotland's Communications Strategy</b>		
	<p>James introduced his discussion paper, which had been circulated.</p> <p>Following discussion about the particular areas to consider during the review, in particular, the focus on the public, the use of new media and the impact of the recession, it was agreed that James should proceed with the review and circulate a project plan and timetable in the new year.</p>	<b>JG</b>	<b>Jan/Feb 2010</b>
4.	<b>Follow up to Scotland's Public Finances Report</b>		
	<p>Bob introduced a discussion on the immediate reaction to and plans for further work on Scotland's Public Finances. The Group discussed a range of ways in which the messages in the report could be further promoted to clients and stakeholders, and it was agreed that:</p> <ul style="list-style-type: none"> <li>• Barbara would review the programme of performance audits to identify how the programme of work could better support public bodies in the current economic climate</li> </ul>	<b>BH</b>	<b>Feb 2010</b>

	<ul style="list-style-type: none"> <li>The focus on the use of resources in best value reporting would be highlighted further</li> <li>The programme of internal seminars for colleagues would continue</li> <li>Bob would explore with the Accounts Commission in January its view of the scope for further work following the report</li> <li>There would be a further discussion in the new year to identify further scope for better alignment across Audit Scotland's activities.</li> </ul> <p style="text-align: center;"><b>James Gillies left the meeting</b></p>	<b>DP</b> <b>BB</b> <b>BB</b> <b>All</b>	<b>Immediate</b> <b>Ongoing</b> <b>Jan 2010</b> <b>Jan 2010</b>
<b>5.</b>	<b>2009/10 Financial Forecast and efficiency strategy update</b>		
	<p>David Hanlon joined the meeting and introduced his report on the financial forecast for 2009/10, which had been circulated.</p> <p>David explained the underlying assumptions in the report and there was discussion of the current position.</p> <p>Following discussion:</p> <ul style="list-style-type: none"> <li>The group noted the financial forecast for the 12 months to March 2010</li> <li>Approved an allocation of £87, 000 to the Audit Services Group from the management contingency</li> <li>Agreed to consider further scope for using the remaining management contingency balance.</li> </ul>	<b>All</b>	<b>Immediate</b>
<b>6.</b>	<b>Property Report – Edinburgh Office Moves</b>		
	<p>David Hanlon introduced his report on Edinburgh Office Moves, which had been previously circulated.</p> <p>Following discussion, the Group agreed to approve the space planning criteria for submission to an external space planner, subject to the revision downwards of the requirement for Audit Strategy from 13 workstations to 10.</p>		
<b>7.</b>	<b>Performance Management Festival – follow up</b>		
	<p>Claire Sweeney, Dave Beveridge and Alex Devlin joined the meeting. Diane tabled copies of new performance reports which had been further developed since the previous Management Group Meeting. The Group considered the key messages from each report and agreed that the new style of reports seemed promising. It was agreed to continue to develop the reports for the third quarter results.</p> <p>The Group were invited to give more detailed feedback on the content of the reports to Diane, 7 January 2010.</p> <p style="text-align: center;"><b>Claire, Dave and Alex left the meeting</b></p>	<b>All</b>	<b>7 Jan 2010</b>

<b>8.</b>	<b>Audit Scotland and Audit Strategy Quality Frameworks</b>		
	It was agreed to defer this item to a meeting on 12 January 2010 to allow proper time for discussion. It was agreed that anyone giving feedback to Russell on the papers should copy in the whole group to enable better understanding in advance of the meeting of the various perspectives on the topic.	<b>All</b>	<b>Jan 2010</b>
<b>9.</b>	<b>Environment Strategy</b>		
	Diane introduced her paper updating colleagues on the development of Audit Scotland's environment strategy, which had been previously circulated.  The Group noted the contents of the report.		
<b>10.</b>	<b>Product Reading of 2008/08 Annual Audit Reports</b>		
	It was agreed to defer this item to the meeting on 12 January 2010.		
<b>11.</b>	<b>Swine Flu</b>		
	Diane updated the group on the latest information on the spread of Swine Flu in Scotland. The Group noted the position and it was agreed that no further action needed to be taken at present.		
<b>12.</b>	<b>Date of the Next Meeting</b>		
	The next Management Group meeting will be on :  <ul style="list-style-type: none"> <li>• <b>Tuesday, 12 January 2010 at 09.30 hrs</b></li> </ul> <b>Apologies      None</b>  <b>Please send apologies to Caroline Cockburn x1606</b>		