



## **Resource Committee Meeting Minutes**

**Held as a hybrid meeting**

**09 August 2024 at 09.00am**

### **Present**

Russell Jones (Chair)

Sandy Bremner

Xander McDade

Lauren McCallum (Deputy Chair)

Dr Hannah Grist

Derek Ross

### **In attendance**

Grant Moir, Chief Executive Officer

David Cameron, Deputy Chief Executive Officer and Director of Corporate Services

Kate Christie, Head of Organisational Development

Louise Allen, Head of Finance and Corporate Operations

Mariaan Pita, Executive Support Manager

### **Apologies**

None

### **Welcome and introduction**

1. Russell Jones, Committee Chair, welcomed everyone to the meeting of the Resources Committee.

### **Minutes from the previous meeting for approval**

2. The minutes from the previous meeting on the 17 May 2024 were approved with no amendments.

### **Matters arising not covered from previous meeting**

3. Head of Organisational Development updated that the Organisational Development and People Strategy has been adopted and implemented.



ACTION	Status
<b>Action points arising from previous meetings</b>	
<b>17 May 2024</b>	
<b>Paper 2</b> i. Committee would like updates about the peatland restoration grants and more information of the different types of restoration undertaken.	Open
<b>Paper 3</b> i. An update on the values and cultures work to be brought to a future meeting. ii. A change in the wording in the paper to “supports staff to achieve excellence in their work, their behaviour and their relationships with each other and external stakeholders” iii. Issues raised on approaches to staff motivation in the context of the survey results, more background on this to come back to the Board. iv. Good employment stories, training, and personal development to be shared with the public as a good news story, this to be discussed with Head of Communications and Engagement.	Completed  Completed  In hand  In hand
<b>Paper 4</b> i. Follow up on lone working, ensuring staff are following procedures to be brought to a future meeting.	Completed
<b>Paper 5</b> i. Board members would like to see Eólas to read through the policies available or have a handbook available for Board Members to read.	In hand

## Declarations of interest

4. No declarations of interest were made.



## **Budget monitoring (Paper 1)**

5. Louise Allen, Head of Finance and Corporate Operations presented the paper which sets out an overview of the Park Authority's budget management position at the end of June - month three of the 2024 / 25 financial year.
6. The Resources Committee discussed the paper and made the following comments:
  - a) Deputy Chief Executive Officer (CEO) and Director of Corporate Services informed the Resources Committee about recent information from Scottish Government (SG) regarding financial changes to the Nature Restoration fund due to their budget controls. The committee will be updated when further information is received.
  - b) A board member questioned if it was normal for budget constraints to happen mid-way through a financial year. Deputy CEO and Director of Corporate Services explained that this was normal to have budget adaptations over the second and third quarters of the year due to SG considering their overall financial position as well as political changes.
  - c) A board member sought clarification around the pay rise being delayed and if this was reflected in the report. Head of Finance and Corporate Operations noted that this was in the report and there was no alteration to that. The CEO confirmed that they had budgeted more than may be required.
  - d) Deputy CEO and Director of Corporate Services informed the committee that they will be updated once they have more information predicting the budget for 2025 / 26 and 2026 / 27, but this is not likely to be available until January 2025.
  - e) A board member queried if this would have an impact on the staff levels. Deputy CEO and Director of Corporate Services reassured members that there would be no compulsory redundancy of positions, and they are positive about staff security. It was noted that the Park Authority would have to be mindful of having a blend of permanent and fix term contracts to allow long-term flexibility in staffing and budget management, however highlighting it was difficult to attract staff to a rural area on a fixed term contract.
7. The Resources Committee noted the paper.
8. Action point arising
  - i. Update committee on the 2025 / 26 and 2026 / 27 budget when an update from Scottish Government becomes available.



## **Cairngorms National Park Authority equal pay audit (Paper 2)**

9. Kate Christie, Head of Organisational Development presented the paper which sets out details of an equal pay audit, designed to scrutinise all aspects of pay including profiles of the different grades and directorates across the organisation, as well as recruitment and promotion, in order to highlight any areas where direct or indirect discrimination may be impacting on equality.
  
10. The Resources Committee discussed the paper and made the following comments:
  - a) A board member questioned if having more roles at a lower grade is beneficial to staff or if this has more of an equality benefit. Head of Organisational Development advised that the organisation has a clear job evaluation process which evaluates posts, and not people. It was noted that having more roles at lower grades was not done from an equality perspective, but rather was prompted by organisational requirements.
  - b) A board member wondered if there was a policy in place to shape jobs for the future that were more appealing to women, and therefore would encourage women into senior posts. Head of Organisational Development explained that this is being worked on through a number of interventions; including by assessing the person specification for a role and scrutinising and minimising the essential and desirable requirements; and highlighting on the website the variety of our equality policies, flexible working policies and job share opportunities to encourage more women to apply. It was noted that the Park Authority will always hire the best candidate for the job, not based on gender.
  - c) A board member brought to the attention of the committee that in a small organisation, minimum changes make big differences to statistics. Deputy CEO and Director of Corporate Services agreed, reassuring that the trend line is still positive. It was noted that there is a high retention rate, therefore low opportunity to replace which will also affect the statistics.
  - d) A board member raised concern about attracting women into new roles where there are little opportunities for career progression due to a low turnover at director level. Deputy CEO and Director of Corporate Services explained that their intention is to retain staff, provide training and progressions, keeping staff motivated with high morale. There is currently work happening on a survey for middle management to learn how to improve and enrich their roles.
  
11. The Resources Committee noted the paper.
  
12. Action point arising: None



### **Park Authority values and culture review (Paper 3)**

13. David Cameron, Deputy CEO and Director of Corporate Services presented the paper which sets out the outcomes of the staff-led review and refresh of the Park Authority's values and culture with a revised set of principles.
14. The Resources Committee discussed the paper and made the following comments:
- a) A board member questioned if the values and principles could apply to the board as well as staff. Deputy CEO and Director of Corporate Services noted that these are for the whole organisation, including board members; all members have been given access to this paper. It was suggested mentioning the board members in the paper to make it clear they apply to all. Officers agreed to this. This will be highlighted and circulated to board members again once finalised.
  - b) A board member praised the work carried out commenting that they could drive decision making but questioned what the next phase to develop these would be. Deputy CEO and Director of Corporate Services explained that the focus group would meet again to discuss how to embed these into the organisational strategies and work plans, launch these to staff and carry out surveys with bands D and E. Aims are for officers to align their behaviours and their papers to these principles and policies going forward. Board members will be asked to adhere to these principles and will be followed up at their appraisals with the Convener.
  - c) A board member suggested adding the word "actions" to the last paragraph - our next phase of work through our organisational development and people strategy will be to seek appropriate ways to develop the culture through appropriate behaviours, policies and actions - making these more action focused. Officers agreed to adding this.
  - d) A board member suggested there should be a specific mention about anti-racism in the principles. Officers agreed with the statement, however noted that they needed to be universal, and if one aspect is mentioned specifically, it can lead to missing another. They instead suggested that this could be part of a breakdown under behaviours then directing to the principles and policies with much more clarification on the anti-racist aspect of the Park Authority.
15. The Resources Committee noted the paper.
16. Action point arising
- i. Mentioning the board members in the paper to make it clear these values and principles refer to both staff and board members.



- ii. Add the word "actions" to the last paragraph - our next phase of work through our organisational development and people strategy will be to seek appropriate ways to develop the culture through appropriate behaviours, policies and actions."

### **Health and Safety meeting minutes (Paper 4)**

17. Kate Christie, Head of Organisational Development, introduced this paper and noted that this is a standard item that comes to the Committee to provide oversight of the meeting and of Health and Safety matters generally.
18. The Resources Committee noted the paper.
19. Action point arising
  - i. Head of Organisational Development noted more information would be brought to the committee on the lone working and accident and incident procedure once all staff members are trained in the new system.

### **Staff Consultative Forum minutes (Paper 5)**

20. Kate Christie, Head of Organisational Development, introduced this paper and noted that this is a standard item that comes to the Committee to provide oversight of the meeting and of Staff Consultative Forum matters generally.
21. The Resources Committee discussed the paper and made the following comments:
  - a) Head of Organisational Development explained the minutes were from June not February as displayed on the paper.
22. The Resources Committee noted the paper.
23. Action point arising: None

### **AOCB**

24. None.

### **Date of next meeting**

25. The public meeting ended at 10.02am



26. The next meeting will take place on 01 November 2024

Motion for confidential session was made and approved to protect confidentiality of personal data and of staff pay and conditions proposals prior to formal negotiations.

Resources Committee action points:

ACTION	Status
<b>09 August 2024</b>	
<b>Paper 1</b> i. Update committee on 25 /26 and 26/27 budget when an update from Scottish Government becomes available.	
<b>Paper 3</b> i. Mentioning the board members in the paper to make It clear these values and principles refer to both staff and board members. Circulate with board member once finalised. ii. Add the word "actions" to the last paragraph - our next phase of work through our organisational development and people strategy will be to seek appropriate ways to develop the culture through appropriate behaviours, policies and actions.	
<b>Paper 4</b> i. Bring back more Information to the committee on the lone working and accident and Incident procedure once all staff members are trained in the new system.	