

**MINUTES OF THE RESOURCES  
COMMITTEE MEETING of  
THE CAIRNGORMS NATIONAL PARK AUTHORITY**

**held via Lifesize Video Conferencing  
on 11<sup>th</sup> February, 2022 at 10.30am**

**PRESENT**

Deirdre Falconer (Chair)  
Carolyn Caddick (Vice Chair)  
Derek Ross  
Pippa Hadley

Ian McLaren  
Xander McDade (Convenor)  
Geva Blackett

**In Attendance:**

David Cameron, Director of Corporate Services, CNPA  
Kate Christie, Head of Organisational Development, CNPA  
Grant Moir, Chief Executive Officer, CNPA  
Lynn Anderson, Minute Clerk, CNPA

**Apologies:**

No apologies

**Welcome and Apologies**

1. The Chair welcomed everyone to the meeting.

**Declaration of Interests**

2. There were no interests declared.

**Minutes of last meeting held – for approval**

3. The draft Minutes of the last meeting held on 29<sup>th</sup> October were agreed, proposed by Deirdre Falconer, seconded by Carolyn Caddick.

**Matters Arising**

4. Amendments to the terms of reference have now been consolidated into a paper and will be presented to the Governance Committee when space on the Governance Committee agenda allows for this.
5. Confidential papers have been marked in red as confidential.

**21/22 Budget Monitoring (Paper 1)**

6. David Cameron, Director of Corporate Services, introduced the paper which presents an overview of the Cairngorms NPA budget management position at the end of the third quarter of the current 2021/22 financial year as at 31 December, 2021.
7. The Resources Committee is asked to:
  - i. Consider the budget management position for 2021/22 ;

- ii. Identify any strategic risks or implications posed for the Board's delivery of its strategic objectives which may require additional management action;
  - iii. Note the implemented reduction in the Authority's resource grant funding of 2% and that management have plans in place to accommodate this action within a continued break-even financial target.
8. The Resources Committee discussed the paper and made the following comments and observations:
  9. A member commented that, as the reduction in grant aid is small, there should be no savings made in delaying recruitment as this can put extra pressure on existing staff.
  10. Members noted that this time of year is difficult: the money is all allocated however this needs converted to ensure the spend is made before the end of the financial year.
  11. The Director of Corporate Services confirmed there is no impact on recruitment or our recruitment plans, even though the grant in aid reduction of 2% is meaningful. The delays in spend being made is largely due to lead times working with partners and finalising investment plans and grant awards.
  12. The Chair thanked the Director of Corporate Services for the paper.
  13. The Resources Committee indicated they were all happy with the budget management position. They identified no additional strategic risks and noted the expected 2% reduction in the Authority's grant resource funding.

## **22/23 Budget Forward Plan (Paper 2)**

14. The Director of Corporate Services introduced this paper which presents an overview of the of the Cairngorms NPA's budget position for the 2022/23 financial year.
15. The Resources Committee is asked to:
  - i. Consider the budget position for 22/23;
  - ii. Identify any strategic risks or implications posed for the Board's delivery of its strategic objectives which may require additional management action;
  - iii. Identify any specific budget issues to be considered in development of final 2022/23 budget proposals to be presented to the board in March 2022.
16. The Director of Corporate Services asked members to note that the budget for the coming year is in a relatively formative stage. The paper gives the Resources Committee sight of where we are at in terms of drawing the budget together to achieve our intended aim of a break even position.
17. The Resources Committee discussed the paper and made the following comments and observations:

18. A member asked whether there was likely to be any expenditure in terms of ventilation within our buildings?
19. The Director of Corporate Services confirmed that this is something that is being looked at as part of the new normal project. There is a working group which is looking at the deployment of our facilities and how we use the offices as we move out of the covid business continuity period. There are no plans for spend on artificial means of ventilation but this may change as staff begin to use the office more.
20. Members were asked to note that staff will begin to use the office more fully from 1<sup>st</sup> March and there will be a continual review in the first 3 months which will allow staff to feedback on their experience of being back in the office.
21. The Chair asked whether there is a possibility of there being no resource funding for peatland? Would this mean the funding would need to be found from somewhere else? Would this impact on the staff involved and would these staff members be re-deployed elsewhere in the organisation?
22. The Director of Corporate Services explained that it would be extremely unlikely that there would be no resource funding at all for peatland restoration. It is more likely to be a reduction in funding and this should not impact on staff. If there is a significant reduction which would impact project delivery we would need to flag this to the board to discuss how we go about managing that resource gap.
23. A member asked when the paper talks about staffing cost in the initial expenditure projections, is this talking about permanent staff rather than project staff as their costs will be included in the projects.
24. The Director of Corporate Services confirmed that the paper looks at the level of staff investment that falls against our core grant in aid resource, and excludes staff funded directly by projects.
25. The Chair queried the figure in Table I under Cairngorms Capercaillie Project.
26. The Director of Corporate Services confirmed the figure should be £305,000 rather than £315,000.
27. The Chair expressed concern around expenditure and development proposals as set out in Item 10.
28. The Director of Corporate Services explained that it is difficult to compare one set of figures on Operational Plan investment for this year, 2021/22, directly against the figures for next year due to there being movement in the expenditure position between the different categories to get the best fit on where it fits within the National Park Partnership evolution. The budget proposals which will go to the Board in March will have a more detailed operational plan summary which will show the lines of activity against each operational plan heading. The key highlight activity will show where it fits within the new National Park Partnership Plan categorisation.

29. The Resources Committee noted the budget position for 2022/23. They identified no additional strategic risks or specific budget issues.

### **Updated Organisational Chart (Paper 3)**

30. Kate Christie, Head of Organisational Development introduced this paper by confirming that there has been a lot of staff movement over the last 6 months and this organisational chart reflects the staff complement at the current time.
31. There was a request that this organisational chart be circulated for information to all staff board members and the Head of Organisation Development was happy to take the committees steer on that.
32. Committee members confirmed they were happy with this suggestion however asked for it to be noted in the covering email that this is for information only.
33. A member asked why some of the positions are highlighted in yellow?
34. The Head of Organisational Development confirmed these posts were specifically posts related to the Heritage Horizons programme. Whilst these posts work together on the programme the posts all sit in different directorates which is different to other project staff.
35. The Convenor asked whether the Executive Management Team line management structure should include the Head of Communications.
36. The Chief Executive Officer confirmed this was a mistake and would be corrected.
37. A member suggested that when the paper is circulated it could include a key to all project staff and this should feature at the beginning of the document.

### **SCF Minutes (Paper 4)**

38. Minutes were noted – no further discussions/actions.

### **H&SC Minutes (Paper 5)**

39. Minutes were noted – no further discussions/actions.

### **Equalities –**

40. The Head of Organisational Development had hoped to bring the revamped equality main stream report which gets published every 4 years however although it is progressing well, it is not quite ready. The intention is to bring this to the May meeting of the Resources Committee.
41. The Head of Organisation Development updated the Committee letting members know that 3 new members have been recruited to the External Advisory Panel. A face to face meeting is planned for 27<sup>th</sup> May at Badaguish and it is hoped that some board members might attend. More details will follow in due course
42. An internal Equality, Diversity and Inclusion Advocacy Group has been recently constituted. This group comprises of 10 staff members and shows good

representation across equality characteristics. It is intended to be a safe place for minorities to share their opinions and views that might help to inform our policy and decision making.

43. The Chief Executive Officer, Grant Moir confirmed that we are in the process of tendering for equalities training for staff and board in due course

## **CONFIDENTIAL SESSION**

### **Proposed Staff Pay Awards 2022/23**

#### **(Paper 6)**

1. The Head of Organisational Development introduced the paper which sets out the proposed pay award for staff for 2022/23. The recommendations of this Committee will form the basis of the development of the submission to the SG Finance Pay Policy team for consideration
2. The Resources Committee is asked to approve the recommended pay awards which are as follows:
  - a) Cost of living/basic pay award for all staff and on all band minima and maxima of:
    - i. wage floor of £10.50/hour (and therefore the lowest paid band A minimum of £20,554).
    - ii. consolidated increase in salary of £775 for those earning up to £25K;
    - iii. up to £700 for those earning between £25k and £40k;
    - iv. £500 for those earning above £40k;
  - b) Progression award for staff still “travelling” up the salary band of 3.5%
  - c) A one-off non-consolidated payment of 2% for all staff on the band maxima.
3. The Head of Organisational Development summarised the different types of pay awards for the Committee. Each employee starts at the bottom of their salary band and as well as receiving a Basic pay award each year also have the opportunity to progress through the salary band from the minimum to the maximum - this is the Progression award, and is dependent on a satisfactory performance as assessed through the appraisal process. The aspirational journey time varies from 4 years for those in the lower bands to 6 years for those in the highest bands. Once at the top of those bands only the basic pay award will apply. So staff who are already on the band maximum will only get the Basic pay award
4. Basic pay award increases are governed by SG Finance Ppay Policy (SG FPP) and for 2022/23 these are as follows:
  - a. £775.00 for those earning up to £25,000.  
£700.00 for those earning from £25,000-£40,000.  
£500.00 for those earning over £40,000.
5. For those staff who are still progressing through their bands it is proposed that a 3.5% Progression award be offered which will continue to achieve the target progression journey times.
  6. It is however recognised that the Basic pay award does not cover inflation and does not reflect the increased cost of living which is currently being experienced by employees. The authority has the discretion to use 0.5% of their baseline salaries for non-consolidated payments to address the cost of living increases and „it is proposed to give the 24 staff members who have

reached the top of their bands and who would only qualify for the Basic wage increase a 2% payment to those staff members.

7. The Resources Committee discussed the paper and made the following comments and recommendations:
8. The Chair thanked the Head of Organisational Development for the detailed and informative paper
9. A member commented that the Authority, with this pay proposal, was doing as much to help their staff as they could. It is recognised that the CNPA is seen locally as a beacon for well-paid employment as well as a good place to work.
10. It is recognised by members that the increased cost of living and higher energy bills are hitting people hard however concern was raised about the 2% non-consolidated one off payments to **all** staff. Members asked whether it might be fairer to offer a higher % to those in the lower bands as it was felt they would struggle more with those increases.
11. The Head of Organisation Development explained that those in the higher band who would only receive the Basic pay award are getting an increase of around 0.9%, where as those in the lower bands would receive around 3%, this additional 2% would help to address this across the board?
12. The Head of Corporate Services confirmed that the use of the 0.5% baseline is to address any inflationary and cost of living increases and this may not be possible in future years.
13. Members felt it important to see the 2% non-consolidated one off payment in terms of actual figures, so of the 24 people involved what would this actually be in monetary terms for each of the different bands involved.
14. The Convenor asked whether there was discretion as to how we use the 0.5% baseline figure, could it be broken down into different percentages depending on pay band. The Head of Organisational Development confirmed that the authority can decide how the money is used.
15. Head of Organisational Development asked the Committee to note that recruitment into middle manager roles has fallen and this may be due to those pay grades becoming less attractive.
16. The Chair asked what a 2% payment to those on the highest pay bands would look like to those on the lower bands?
17. The Head of Corporate Services asked the Committee to consider staff retention. When the cost of living and inflation is high people are more likely to seek better paid employment elsewhere
18. A member understood the desire to offer those at the top of their bands something in addition to the basic pay award, this is a problem in all jobs when people reach the top band where do they go from there. However with the cost of living increases the

authority should be seen to be helping those who will feel it the most, which would normally be those employees in the lower bands.

19. In conclusion members approved the recommendations as set out sections a) and b) of the proposal.
20. With regards to section c) members would like to see what a 2% one off payment would mean to staff members in each of the pay bands involved and in addition what the figures would look like if it was applied on a sliding scale, with those in the higher bands, above £40,000 receiving less of a % than those in the lower bands eg 3% to those earning £25,000 or less, 2% for those earning between £25-£40,000 and 1% for those earning above £40,000.
21. The Head of Corporate Services and Head of Organisational Development agreed to bring a further paper to this Committee with this information and at that point the Committee will offer their recommendation.

### **Proposed Board Pay Award 2022/23 (Paper 7)**

22. The Head of Organisational Development summarised the contents of this paper to the Committee Members and asked them to consider the 3 options as set out in the paper with regards to the proposed board members pay award.
23. Board members sit in Tier 3 of the NDPB fee framework and currently earn a daily rate of £226.75. This paper proposes awarding the maximum permitted increase of £1.92 per day bringing a new daily rate of £228.67.
24. Board members were asked to consider the following options:
  - i. Do nothing
  - ii. An award at a level below the maximum permitted of £1.92 on the current daily rate of £226.75 eg £1.50 which would take the daily rate to £228.25
  - iii. Award the maximum permitted of £1.92 on the current daily rate of £226.75 – taking the new daily rate to £228.67
25. Board members approved Option C of the proposed Board Pay Award

### **Proposed CEO Pay Award 2022/23 (Paper 8)**

26. The CEO left the room for the duration of the discussion on this proposal.
27. The Head of Organisational Development explained that the CEO has been in post since 2013 and each year has received a Basic award and a Progression award. This year he is almost at the maximum for his pay band and is therefore the permitted 1.5% Progression award would have to be capped at approx 0.5% progression which brings him to the band max. The pay award is subject to a satisfactory appraisal.
28. The Head of Organisational Development asked the Committee to approve the proposed progression award as set out in the paper.



29. Members made the following comments and observations:
30. The Convenor asked whether the CEO would in future years be eligible for a one off non-consolidated payment given that he is at the maximum for his band.
31. The Director of Corporate Services confirmed that this could be incorporated into the pay remit proposal should the Authority wish to do so. Previously officers at CEO level would be excluded from any additional one off payments.
32. A member thought it important to find out what makes staff stay with the organisation even if there is no pay incentive to do so. The Authority should focus on other aspects of why this organisation is such a good place to work.
33. The Chair thanked the Head of Corporate Services and Head of Organisational Development for making the Authority such an appealing place to work
34. In conclusion members agreed with the recommendations as set out in paragraphs 6 and 7 of the paper subject to a satisfactory appraisal.
35. The Convenor asked members to note that he will be in contact with members before the appraisal to ask if they had anything they would like fed into that discussion.

### **AOB**

36. The Convenor asked committee members if they were content to progress a piece of work which will look at commercial opportunities for the Park Authority. With uplifts in capital and infrastructure development is there a way of the authority gaining a share of revenue from this work. This revenue would go towards building some financial security for the future. The Convenor thought this piece of work would sit best with this Committee.
37. Members agreed to support this proposal going forward

### **Date of Next Meeting**

38. The Chair thank members for attending.
39. The next scheduled Resources Committee meeting will take place on Friday 13th May, 2022
40. The meeting finished at 12.40.