



Minutes of the Performance Committee

Held at Cairngorms National Park Authority office, Grantown on Spey

Hybrid

14 June 2024 at 1.00pm

Present

Kenny Deans (Convener)

Sandy Bremner

Steve Micklewright

Ann Ross

Chris Beattie

John Kirk

Eleanor Mackintosh

In Attendance

Grant Moir, CEO

David Cameron, Deputy CEO and Director of Corporate Services

David Clyne, Head of Cairngorms 2030

Andy Ford, Director for Nature and Climate Change

Colin Simpson, Head of Visitor Services

Gavin Miles, Director of Planning and Place

Sarah Henshall, Head of Conservation

Karen Johnstone, Clerk to Board

Apologies

None

Welcome and introduction

1. The Chair welcomed everyone to the meeting of the Performance Committee.

Minutes of Previous Meetings

2. The minutes of the previous meeting, 26 April 2024 were approved with no amendments.



Matters Arising

3. Action points arising from previous meetings:
 - a) 11 February 2022
 - i. Item 3.13a1 an accurate record of Visit Scotland funding 2023 / 24 will be brought to the Performance Committee in due course as external auditors are still working through records.

Declarations of interest

4. None

13.02pm Ann Ross joined the meeting.

Bring back beaver's project (Paper 1)

4. Sarah Henshall, Head of Conservation, introduced the paper which presents the latest delivery updates on the Bringing back beaver's project.
5. The Performance Committee discussed the update and made the following comments and observations:
 - a) Board members questioned how often the board and public were getting updates on the beavers' movements. Sarah Henshall, Head of Conservation reassured the committee that there was a monitoring group in place to monitor when beavers are moving, and the Beaver Project Manager would inform landowners immediately if beavers were on their land.
 - b) Questions were raised about the impact of staff time and costs for this project and how this is being managed. The committee were reassured that this has only been flagged as a potential risk in the future, however, rangers, volunteers and future release site partners will help.
 - c) A board member questioned the longer-term plan for beavers. The Head of Conservation noted that they have a five-year license, solely focused on the Spey catchment.
 - d) Board members questioned what the beaver population is likely to reach and how this would be managed. The Head of Conservation confirmed that it was hard to give a fixed number, however, NatureScot have carried out modelling framework to try and establish how the population is likely to grow over time, based on established territories.



e) A board member asked if beavers leave the National Park, who would be responsible for them. Head of Conservation highlighted that we want the beaver population to expand within the catchment. There is a National Beaver Management and Mitigation framework that NatureScot implement that sets out how beaver's will be managed out with the boundaries of the National Park.

6. The Committee noted the paper.

7. Action Point Arising: none.

Cairngorms 2030: Q1 2024 (Jan – Mar) (Paper 2)

8. David Clyne, Head of Cairngorms 2030, introduced the paper which updates the Park Authority Performance Committee on the risks under management within the Cairngorms 2030 programme. This paper presents the period from January to March 2024 and the planned work to the end of June 2024.

9. The Performance Committee discussed the update and made the following comments and observations:

- a) Grant Moir, CEO, added a comment related to the transport aspect; he will be meeting with Bettina Sizeland, Director in Transport Scotland and Dave Signorini, Director of Environment and Forestry, Scottish Government (SG) on 27 June to discuss Cairngorms 2030 funding.
- b) A board member questioned the connectivity of cycle paths between locations in Badenoch and Strathspey asking when these will be going ahead. The CEO stated that routes and costings are in place, we are waiting for confirmation on a start date. Colin Simpson, Head of Visitor Service, stated that Dulnain Bridge and Grantown on Spey are community led projects, currently at stage four, the Park Authority will pick up from stage five.
- c) Comments were made on the information that has been reported, with members feeling it was dated. The CEO stated that Cairngorms 2030 has been divided into three themes to come to committee in rotation: Transport, Community and Nature themes will be presented which will provide a forward look of plans within each theme. Board members highlighted that due to public perception, they would need to have an insight into what's coming up. The CEO responded to say that they will share a forward look with the board, giving members more of an insight. The Deputy CEO emphasised the importance of scrutiny of programme delivery, which formed the basis of the terms of reference for the Committee and ensured



appropriate scrutiny was given to programme management, risk and resource implications, and delivery. the Chair noted that a meeting had been arranged with the Deputy CEO and Head of Cairngorms 2030 Programme to agree the future coverage of the programme by this Committee. Members supported this action.

- d) A board member raised a question regarding budget that was approved but deferred for a year. The CEO stated that SG has the same amount of active travel budget between Transport Scotland and Sustrans: it's who administers this budget and allocation processes that have changed. However, the Park Authority is looking to secure funds for this year for the design phase of the project. This will be discussed at the meeting on 27 June with Transport Scotland referred to earlier.

10. The Committee noted the paper.

11. Action Point Arising:

- i. Chair of Performance Committee and Deputy CEO to discuss and make a plan for how best to share with the Board Members the forward look document to allow them to see what's coming up.

Delivery of statutory duties as conferred by the Land Reform (Scotland) Act 2003 (Paper 3)

12. Colin Simpson, Head of Visitor Services and Active Travel presented the paper which updates members on delivery of the Park Authorities statutory duties under the Land Reform (Scotland) Act 2003. While activity is delivered by officers with some reporting to the Local Outdoor Access Forum, as a statutory function it is also considered appropriate that there is an element of Board oversight and scrutiny of related casework.

13. The Performance Committee discussed the update and made the following comments and observations:

- a) A board member raised a question of whether committee gets sight of caseloads and issues on an annual basis. Colin Simpson, Head of Visitor Services noted that they plan to bring overview information to the committee such as numerical analysis of cases and summaries of types of cases dealt with.



- b) Head of Visitor Services gave the committee an update on the access to the area of the Spey, and the report they had undertaken in Autumn. This has now been reconsidered and will go back out to gather more information over the coming weeks.

14. The Committee noted the paper.

15. Action Point Arising: none

Cairngorms and Glenmore Strategy 2016 (Paper 4)

16. Colin Simpson, Head of Visitor Services and Active Travel presented the paper which updates members on delivery of the actions contained in the 2016 strategy and to consider the role the Park Authority should take to lead on coordinated delivery of actions in the Cairngorm and Glenmore area in future.

17. The Performance Committee discussed the update and made the following comments and observations:

- a) A board member questioned the slow progress on parking management between The Highland Council (THC) and Forestry and Land Scotland (FLS). Colin Simpson, Head of Visitor Services and Active Travel stated that they would use a holistic solution such as barriers and parking facilities. There has been discussion about clarifying legal and management responsibilities on the matter and the legal timescales for resolution of questions has slowed the process down.

18. The Committee noted the paper.

19. Action Point Arising: none

Cairngorms Capercaillie Project (Paper 5)

20. Andy Ford, Director of Nature and Climate Change presented the paper which presents the final report on the Cairngorms Capercaillie Project.

21. The Performance Committee discussed the update and made the following comments and observations:

- a) A board member commented on the project receiving criticism due to lack of signage for those with dogs not on leads and having received comments from people who ended up being approached by the police. Andy Ford, Director of



Nature and Climate Change noted that the police may have stopped people regarding the Lek it Be campaign as they supported this in the early mornings to stop people disturbing the Leks. There was also Peer to Peer working in the dog walking community, and this is possibly where the conflict or miscommunication comes from.

- b) Board members felt there are higher numbers of ticks in the area. Director of Nature and Climate Change, responded by stating that ticks and predators have been discussed as part of this project and this goes into the Legacy Plan. Grant Moir, CEO mentioned that we need to continue to inform the public on tick risks, so they are aware how to check themselves and what to look out for.
- c) Board members raised questions about the capacity to keep the Capercaillie message out there and what is included in the Legacy Plan. Director of Nature and Climate Change stated that the Legacy Plan is the Capercaillie Emergency Plan, this will be distributed at the Formal Board in June.
- d) A board member mentioned that they feel there has been a lot of money spent on Capercaillie with little result. Director of Nature and Climate Change noted that funding strategy is laid out in the emergency plan, there is a significant price tag, but they put public money into those actions with multiple benefits and long-term benefits.

22. The Committee noted the paper.

23. Action Point Arising: None

AOCB

17. Date of net meeting 20 September 2024

The meeting closed at 14.19pm



Performance Committee Action Points:

ACTION	Status
Draft Minutes – 14 June 2024	
Action points arising from previous meetings	
11 February 2022 ii. Item 3.13a1 an accurate record of Visit Scotland funding 2023 / 24 will be brought to the Performance Committee in due course as external auditors are still working through records.	In hand
Paper 2 - Cairngorms 2030: Q1 2024 (Jan – Mar)	
At para 9c iii. Chair of Performance Committee, Kenny Deans and Deputy CEO, David Cameron to discuss and make a plan for how best to share with the Board Members the forward look document to allow them to see what's coming up.	



Audit and Risk Committee Minutes

Held Online on 21 June 2024

Present:

Fiona McLean (Chair)

Peter Cosgrove (Deputy Chair)

Bill Lobban

Geva Blackett

Paul Gibb

Duncan Miller

In Attendance

David Cameron, Director of Corporate Services and Deputy CEO

Louise Allen, Head of Finance and Corporate Operations

Gregory Oduor, Mazars

Stephanie Hume, Azets

Elizabeth Young, Azets

Mariaan Pita, Executive Support Manager

Apologies:

Grant Moir, CEO

Welcome and introduction

1. Fiona McLean, the Chair welcomed everyone to the meeting.

Approval of minutes of previous meeting

2. The draft minutes of the meeting on the 19 April 2024 were approved with no amendments.

Ref	Action Detail	Who	When	Status
24/11/23	Review accounts figure for consultancies (page 68)	Louise and David	Look when finalise the 23 / 24 accounts, highlight to the Committee at that point.	Open



			Reviewed and corrected the figure by Mazars, will come with draft accounts.	
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Matters arising not covered in agenda

- 3. No matters raised

Declarations of interest

- 4. Peter Cosgrove, for transparency highlighted he is a director of a business mentioned in Paper 1, Alba Ecology.
- 5. Motion to move to a confidential meeting for reasons of commercial confidentiality.
- 6. Public session stopped at 10.05am
- 7. Public session resumed at 11.26am

Internal Audit Annual Report 2023 / 24 (Paper 3)

- 8. Elizabeth Young, Internal auditors from Azets, presented the auditors annual report summarising the conclusions and key findings from the internal audit work undertaken at Cairngorms National Park Authority during the year ended 31 March 2024, including the Internal Auditor’s overall opinion on Cairngorms National Park Authority’s internal control system.
- 9. The Audit and Risk Committee discussed the report and made the following comments and observations:
 - e) The Chair of the Audit and Risk Committee thanked the team at Azets for all the work they have done over the year.
- 10. The Audit and Risk Committee noted the paper.
- 11. Actions: None.



External Audit Update (Paper 4)

12. Gregory Oduor, External Auditor from Mazars, presented the external audit update summarising the progress of our 2023 / 24 audit as of 12 June 2024.
13. The Audit and Risk Committee discussed the report and made the following comments and observations:
 - f) David Cameron, Deputy CEO and Director of Corporate Services noted that the progress and work done by the team has been good and welcomed the good working relationships between Mazars and the finance team.
14. The Audit and Risk Committee noted the paper.
15. Actions: None.

Procurement Action Plan (Paper 5)

16. Louise Allen, Head of Finance and Corporate Operations presents an action plan towards improvement of the Park Authority's procurement processes, procedures and internal controls. It has been developed in response to the Internal Audit review of procurement carried out by Azets as part of the approved 2023 / 24 audit programme.
17. The Audit and Risk Committee discussed the report and made the following comments and observations:
 - a) A board member praised that actions are being taken before the procurement officer position is filled.
 - b) Clarity was sought with regards to attaching the report to the internal audit action plan. Deputy CEO and Director of Corporate Services requested the action plan be adopted as a regular monitoring tool, incorporating agreed actions from the report rather than including the report in entirety, where officers will report to the Chair and Deputy Chair of the Audit and Risk Committee monthly then bring this back to the committee with an update on the actions.
18. The Audit and Risk Committee noted the paper.
19. Action arising:
 - i. Monthly update on progress to be provided by officers to the Chair and Deputy Chair of the Audit and Risk Committee.



Governance Actions: Code of Conduct (Paper 6)

20. David Cameron, Deputy CEO and Head of Director of Corporate Services, presented an update to the Committee on matters relating to governance and operation of the Code of Conduct within the Park Authority. The paper supports consideration by the Committee of any forward actions which may be taken within the Park Authority.
21. The Audit and Risk Committee discussed the report and made the following comments and observations:
- a) Chair of the committee sought clarity regarding paragraph 15. Deputy CEO and Director of Corporate Services clarified that there was recognition that the discharge of code of conduct responsibilities lies entirely with each individual board member. The responsibility however lies with a Chair or Convener to consider the potential impacts of those personal decisions made by members when they chair a meeting, if they feel a position taken by a member is questionable. The action referred to in this paragraph is therefore to consider whether guidance may be developed and / or amendments proposed to Standing Orders to help guide responses in such circumstances.
22. The Audit and Risk Committee noted the paper.
23. Actions: None

Risk Registers (Paper 7)

24. Louise Allen, Head of Finance and Corporate Operations presented a paper supporting a review by the Committee of the Park Authority's strategic risk management position.
25. The Audit and Risk Committee discussed the report and made the following comments and observations:
- a) Chair of the committee commented that following the auditors' recommendations, procurement should be added as the 12th risk on the strategic risk register for the foreseeable future. Deputy CEO and Director of Corporate Services stated that they would adapt the strategic risk register appropriately.
 - b) It was noted that the risk register for the Cairngorms 2030 programme sits with the Performance Committee and the Programme Board. Any observations by the Audit and Risk Committee will be fed into these governance mechanisms, rather than this Committee making direct amendments to the document.



- c) Chair of the Committee noted that on the risk register for the Cairngorms 2030 programme, Risk 7, impact description was more of an outcome than a description, Deputy CEO and Director of Corporate Services agreed and confirmed that wording will be reviewed.
- d) Chair of the Committee suggested that on the risk register for the Cairngorms 2030 programme, Risk 4, procurement standards probability level should be increased as currently sitting at 2. Deputy CEO and Director of Corporate Services agreed that this will be reviewed, while highlighting that there were clear instructions across the programme to ensure procurement activity was conducted through Public Contracts Scotland which does underpin achieving standards.

26. The Audit and Risk Committee noted the paper.

27. Actions:

- i. Add procurement on the strategic risk register.
- ii. Update wording on C2030 risk number 7, impact description.
- iii. Review and amend (as appropriate) the probability score for C2030 risk 4.

AOCB

28. There were no other items of competent business

Date of the next meeting

29. The next meeting is scheduled for 27 September 2024

30. The public business of the meeting concluded at 11.50am

Ref	Action Detail	Who	When	Status
24/11/23	Review accounts figure for consultancies (page 68)	Louise and David	Look when finalise the 23 / 24 accounts, highlight to the Committee at that point. Reviewed and corrected the figure by Mazats,	Open



			will come with draft accounts.	
27/06/24	<p>At para 15b</p> <p>iv. Monthly update on progress to be provided by officers to the Chair and Deputy Chair of the Audit and Risk Committee.</p>	David and Louise		
27/06/24	<p>At para 19a</p> <p>v. Add procurement at 12th risk (strategic risk register)</p> <p>At para 19c</p> <p>vi. Update wording on Impact description on risk 7 (C2030 risk register)</p> <p>At para 19d</p> <p>vii. Review and amend (as appropriate) the probability score for risk 4 (C2030 risk register)</p>	David		



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
Action points arising from previous meetings	
17 May 2024	
Paper 2	
viii. Committee would like updates about the peatland restoration grants and more information of the different types of restoration undertaken.	Open
Paper 3	
ix. An update on the values and cultures work to be brought to a future meeting.	Completed
x. 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”	Completed
xi. Issues raised on approaches to staff motivation in the context of the survey results, more background on this to come back to the Board.	In hand
xii. 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.	In hand
Paper 4	
xiii. Follow up on lone working, ensuring staff are following procedures to be brought to a future meeting.	Completed
Paper 5	
xiv. 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



- xv. 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
09 August 2024	
Paper 1 ii. Update committee on 25 /26 and 26/27 budget when an update from Scottish Government becomes available.	
Paper 3 iii. 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. iv. 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.	
Paper 4 v. 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.	