

# **DRAFT MINUTES OF THE PERFORMANCE COMMITTEE MEETING of**

## **THE CAIRNGORMS NATIONAL PARK AUTHORITY**

**held via Lifesize  
on 12 August 2022 at 14.30**

### **PRESENT**

Willie Munro (Chair)  
Douglas McAdam (Vice-Chair)  
Peter Argyle  
Janet Hunter

Xander McDade (From 1520)  
Anne Rae Macdonald  
Willie McKenna

### **In Attendance:**

David Cameron, Director of Corporate Services  
David Clyne, Head of Heritage Horizons: Cairngorms 2030  
Carolyn Robertson, CCP: Project Manager, Conservation and Visitor Experience (Left the meeting at 1450)  
Colin McClean, Head of Land Management  
Catriona Strang, Clerk to the Board  
Lisa McLissac, Data, Reporting and Governance manager  
Mariaan Pit, Executive Support Manager

**Apologies:** Grant Moir, CEO

### **Welcome**

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

### **Declaration of Interests**

2. Doug McAdam noted for transparency existing entries in his Register of Interests with a bearing on the following items:
  - a) Paper 1 - HH project - Independent Chair of the South Grampian Deer Management Group: a remunerated interest.
  - b) Paper 4 - sits on the Capercaillie Board as CNPA Board Representative.

Neither of these matters were considered to represent a conflict of interest and Doug McAdam therefore noted that he would participate in the consideration of both items mentioned.

### **Minutes of Last Meetings held – for approval**

3. The draft Minutes of the last meeting held on 13<sup>th</sup> May 2022 were agreed with one amendment in 8 e .
  - a) The text in relation to public funding to support activities could be misleading. Director of Corporate Services to review and amend wording.

## Matters Arising

4. The following outstanding action were agreed as closed with remaining matters to be addressed noted in the table at the end of this minute
  - a) 11<sup>th</sup> February 2022
    - I. **Para 19iv) In Hand** – Director of Corporate Services to look further into the living wage as a requirement for the future and report back to the Committee. Director of Corporate Services looking at KPIs and would have result in next few weeks. **Closed.**
  - b) 13<sup>th</sup> May 2022
    - I. **Para 6i)** Director of Corporate Services to tabulate actions and put them at the end of the Minutes, for the next meeting. **Closed**
    - II. **Para 11 i)** Head of Heritage Horizons Programme to look at clearer formatting for future reports. **Closed.**
    - III. **Para 25 i)** CNPA to provide clear instruction to the Carrbridge group concerning final deadlines for a revised plan and budget, agreed by the project board and expectations of fund reallocation should deadlines not be met. **Closed**
    - IV. **Para 28 i)** Format of Cairngorms Capercaillie Report to be replicated in all reports. **Closed.**
    - V. **Para 28 ii)** Chair of Performance Committee to pass details of this discussion on to Chairs of Resources, Audit & Risk and Governance Committees. **Closed**

## Heritage Horizons Programme Update (Paper 1)

5. David Clyne, Head of Heritage Horizons Programme Manager introduced the paper which updated the Committee on the Q2 2022 Heritage Horizons: Cairngorms 2030 Programme and the planned development work to end September 2022.
6. The Performance Committee discussed the paper and made the following comments and observations:
  - a) A member noted that the project execution and time scale is still amber
  - b) Head of Heritage Horizons Programme Manager stated that was due to the scale of the programme and coordination of task relating to the application and there was risk in this area however this being managed by the staff
  - c) Head of Heritage Horizon went on to state that the main risk is timescale and meeting the HLF deadline for the end of June 2023. Delivery times have now been agreed with all managers including when drafts are required, and we are confident all deadline will be met.
  - d) Director of Corporate Services added that the staff team are now undertaking collaborative working and having regular team meeting, there is an understanding and commitment to the timelines, but still too early to change the rating to Green

- e) Sustran consultation is an area of concern however the active travel community consultation has now launched
- f) A new communication and the engagement staff are in post, recruitment for Research and Knowledge exchange has been completed awaiting confirmation of start date.

### **Recommendations**

The Performance Committee is asked to review the delivery updates presented with this paper and consider:

- a) **whether the programmes of activity are making the expected contribution to the Cairngorms NPA's agreed strategic outcomes.**
- b) **whether the delivery updates suggest any strategically significant impacts on the Cairngorms NPA's agreed performance objectives.**
- c) **whether any material impacts on the Cairngorms NPA's strategic risk management and mitigation measures arise from assessment of programme delivery.**

**The committee agreed that progression**

### **Cairngorms Peatland Action Programme Delivery (Paper 2)**

- 7. Colin McClean, Head of Land Management introduced the paper which presents the latest delivery update for the Cairngorms Peatland ACTION Programme for 2022-23.
- 8. The Performance Committee discussed the paper and made the following comments and observations:
  - a. It was noted that there have been staff shortages within the project, and this would be scaling up of the programme from 2023. Two candidates have accepted Peatland Office posts since the writing of the papers
  - b. A Member asked about the financial aspect, and would the budget be spent this year and if not, would this have an implication on future funding and could the underspend be transferred into next years capital budget.
  - c. Head of Land Management confirmed we are not likely to spend the full capital budget and that the under spend and this would not affect the funding for the next 4-year cycle.
  - d. Director of Corporate Services confirmed that we were able to reprofile funding from last year into this year. Once bulk of project are underway, we will approach Scottish Government to reprofile any underspend on Capital Funding into future years. This would allow contracts with land managers to be over multiple years so they can have consistency in Staff and purchase plant for projects.
  - e. Head of Land Management confirmed that contract is not just with contractors but also training to land manager staff so they can manage their own peatlands

- f. A member asked if partners were seeing the same issue with capacity in other areas of Scotland
- g. Head of Land Management confirmed that all partners are seeing same issues around capacity, staffing and skilled staffing. An addition staff member is joining for next 8.5 month working between CNPA and RSPB Abernethy on a 60/40 Split to assist with capacity.
- h. Discussion took place on the disparity on the difference reporting terms with regards to restoration areas and footprint. Targets are reported in both formats but not identified to which is being used. A consistent report method is currently in development.
- i. A Member asked is any experiment with wool were taking place within the National Park
- j. Head of Land Management that none were taking place currently, but it is possible for future and is an attractive locally produced approach.
- k. The Chair asked if the committee could be updated if there was any progress on wool use in the National Park.
- l. Head of Land Management confirmed there was an unofficial trial on Balmoral at this time and will update the committee on this.

The chair would like Head of Land Management to pass on Thanks to the team.

**9. The Performance Committee noted the delivery update and considered:**

**Recommendation**

- a) **The Performance Committee is asked to note the programme update.**

**10. Action Points Arising:                      None**

**Cairngorms LEADER and community lead local development funding (Paper 3)**

- 11. David Cameron, Director of Corporate Services, introduced the paper which presents the latest delivery updates on the Cairngorms LEADER Programme and voluntary and charitable giving activities as managed by the Cairngorms LEADER Local Action Group Trust (Cairngorms Trust). This update focuses on the ongoing work to seek replacement LEADER funding to support Community Led Local Development (CLLD).

*Xander McDade joined the meeting 1520*

12. The Performance Committee discussed the paper and made the following comments and observations:
- a) A member asked if the lack of successful funding in this area is taking up more staff time comparable to LEADER funding which was automatically allocated
  - b) Director of Corporate Services answered by saying Yes and No. At the beginning of a LEADER funding cycle the work would take months to pull together the application. The Overall workload now is less with annual packages of funding giving community and action groups flexibility over application period.
  - c) A member asks about the RAG red rating on Voluntary Giving Scheme and was there a significant different in the income from the projected and the scale of the strategic risk.
  - d) Director of Corporate Services confirmed that anticipate voluntary donation £5-10K over 3 years, currently generation of £1-2k per quarter. The value of staff time invested has been beneficial uses for Heritage horizon community grant and collaborative work with COVID 19 recovery grants. The business case will be refreshed with the launch of the NPPP. We are looking at new funding streams available as there may be greater dependency on the trust if budgets are reduced further.
  - e) A Member ask about the testing change funding and are there any assessment on the capacity within communities to take on development work.
  - f) Director of Corporate Services confirmed there is a programme wide review of testing change funds. Everyone involved has feedback to Scottish Government. Issue community led development; capacity issues due to massive volunteering that took place during COVID. Part of £281K is being directed to look at how volunteer can be brought into comminute roles
  - g) A Member noted disappointment about the income generated through the Voluntary Giving Scheme, but asked if people perception may be challenged over the significant press received from project such as Heritage Horizon
  - h) Director of Corporate Services that the airtime received from funding could be an operational risk for the trust. Businesses associated with the national park understand the value of national park with products being produced and distributed from the national park. COVID has interrupted the trust. The next 3-4 years will see if we can make it work and if we need to add more resources to the Trust.
  - i) Cairngorms Trust manager is employed for 15 hours per work which includes with Voluntary Giving Work. Some additional funding has been provided for marketing and communication of the project
  - j) A member asked if the trust could explore a green levy and how this could benefit communities moving forward.



20. Visitor are ignoring parking cone alongside the loch and moving them to park on the updated areas. If there an agreement between between FLS, CNPA and
21. Director of Corporate Services confirmed that the team is aware of the ongoing traffic management issue in the area and are receiving regular reports from the rangers. Assurance that this is a key focal point in the area and aware of the urgency and importance. There have been some elements of the projects that have not gone well. Received positive feedback from Partners on the join ranger and police patrols.
22. There will be a complete review of the ranger service at the end of the season, and this will be reported back to the board.
23. A member would like passed back SMT how much they enjoyed the time and attitude for full time, part time and trainee ranger on a recent board visit.
24. Director of Corporate Services confirmed that we have been aware of the Glenmore corridor for several year and board have had a lot of conversation about seasonal ranger services just after lock down. There has been a complex set of circumstances and organisation responsibilities take a lot to bring everyone working in the same direction to bring everything through. Have been looking at capital funding, award made to improve parking and has not been able to resolve issues. Effort will continue to be brought in and will continue to put time into being a resolution.,
25. The Chair thanked Peter Argyle for his input into the committee as this will be his last before standing down from the board.
26. Director of Corporate Services thanked Peter Argyle for this value contribution, support in the committee.
27. Peter Argyle thanked everyone for remarks and pleasure for working with Director of Corporate Services over the years.

### **Date of Next Meeting**

28. The next meeting of the Performance Committee 25 November 2022 at 13:30 via Lifesize.
29. The meeting concluded at 1606 hours.

**Action Points arising from previous meetings:**

<b>Date of Meeting</b>	<b>Action</b>	<b>Responsible Officer</b>	<b>Current Status</b>	<b>Comment</b>
<b>29 October 2021</b>	<b>Para 41i</b> – CEO to look again at the HH Advisory Panel membership and to have in place for the meeting on 13 <sup>th</sup> May 2022. David Clyne, Head of Heritage Horizons Programme Manager explained they are still looking for a farming rep. Hoped to be in place for the next advisory panel meeting. In place - a new representative from All The Elements equalities group.	CEO	In Hand	<b>Need to confirm</b>
<b>11<sup>th</sup> February 2022</b>	<b>Para 19i)</b> - Audit of Footpath Maintenance to come back to Committee at some point in future.		Open	Report to be brought back to committee. Director of Corporate Services to confirm timeline with SMT for Committee Schedule
<b>11<sup>th</sup> February 2022</b>	<b>Para 19ii)</b> - Report relating to Visit Scotland funding to be brought to the Committee.		Open	Report to be brought back to committee. Director of Corporate Services to confirm timeline with SMT for Committee Schedule
<b>11<sup>th</sup> February 2022</b>	<b>Para 19iii) Open</b> - Look at Green Funding particularly via Heritage Horizons.		Open	Report to be brought back to committee. Director of Corporate Services to confirm timeline with SMT for Committee Schedule
<b>11<sup>th</sup> February 2022</b>	<b>Para 19iv) In Hand</b> – Director of Corporate Services to look further into the living wage as a requirement for the future and report back to the Committee. Director of Corporate	Director of Corporate Services	Closed	KPIs referenced in report include new jobs created by applicants, all of which are at or above living wage, plus identified added jobs because of project with other

	Services looking at KPIs and would have result in next few weeks.			organisations, which cannot be controlled in terms of salary level.
<b>11<sup>th</sup> February 2022</b>	<b>Para 30i) Open</b> – Chair, Vice-Chair and Director of Corporate Services to discuss the reporting of the Performance Committee and bring it back to the Committee. This to be picked up under any other business today.	Director of Corporate Services	Open	Agreed in correspondence and through comments in May 2022 meeting that template report now represents a robust and comprehensive reporting structure.
<b>13<sup>th</sup> May 2022</b>	<b>Para 6i)</b> Director of Corporate Services to tabulate actions and put them at the end of the Minutes, for the next meeting.	Director of Corporate Services	Closed	
<b>13<sup>th</sup> May 2022</b>	<b>Para 11 i)</b> Head of Heritage Horizons Programme to look at clearer formatting for future reports.	Head of Heritage Horizons Programme	Closed	
<b>13<sup>th</sup> May 2022</b>	<b>Para 16 a)</b> Transfer of the ‘Design & Build’ Service into the private sector over time should be reviewed regularly		Open	Timescale of reporting Director of Corporate Services to confirm timeline with SMT for Committee Schedule
<b>13<sup>th</sup> May 2022</b>	<b>Para 25 i)</b> CNPA to provide clear instruction to the Carrbridge group concerning final deadlines for a revised plan and budget, agreed by the project board and expectations of fund reallocation should deadlines not be met.		Closed	Carrbridge group provided update of costs of the project plan that were agreed at board and are now in place.  A action plan should be delivered in the next 12 months with funders agreement. Discussion at project board for 6 months’ time extension due to starting within the pandemic. The current underspend will fund the project extension, decision due in September.

				Nature Scot SAC has sent a confidential briefing to Scottish Government awaiting response.
<b>13th May 2022</b>	<b>Para 28 i) Format of Cairngorms Capercaillie Report to be replicated in all reports</b>		Closed	
<b>13th May 2022</b>	<b>Para 28 ii) Chair of Performance Committee to pass details of this discussion on to Chairs of Resources, Audit &amp; Risk and Governance Committees</b>		Closed	