

Heritage Horizons: Cairngorms 2030

People and Nature Thriving Together

Programme Governance

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Heritage Horizons Governance

Heritage Horizons Programme Board reports on a quarterly basis to the CNPA Performance Committee and annually to the full Board. It will also report as required to the Audit & Risk Committee

Heritage Horizons Programme Board (meeting quarterly)

- Grant Moir, CEO, CNPA
- David Cameron, Director Lead, Deputy CEO, CNPA
- Carolyn Caddick, Deputy Convenor, CNPA Board
- Project Funding Partners
- Supported by Head of Heritage Horizons and Project Team

Programme Management Group (meeting monthly)

- Grant Moir, CEO, CNPA
- David Cameron, Director Lead, Deputy CEO, CNPA
- Murray Ferguson, Director of People and Place
- Pete Mayhew, Director of Nature and Climate Change
- David Clyne, Head of Heritage Horizons
- Programme Delivery Officer
- Open invite for NLHF to attend

Project Theme Leads (meeting monthly)

- Head of Heritage Horizons
- Theme Leads
- Project Leads as required
- Project Partners as required

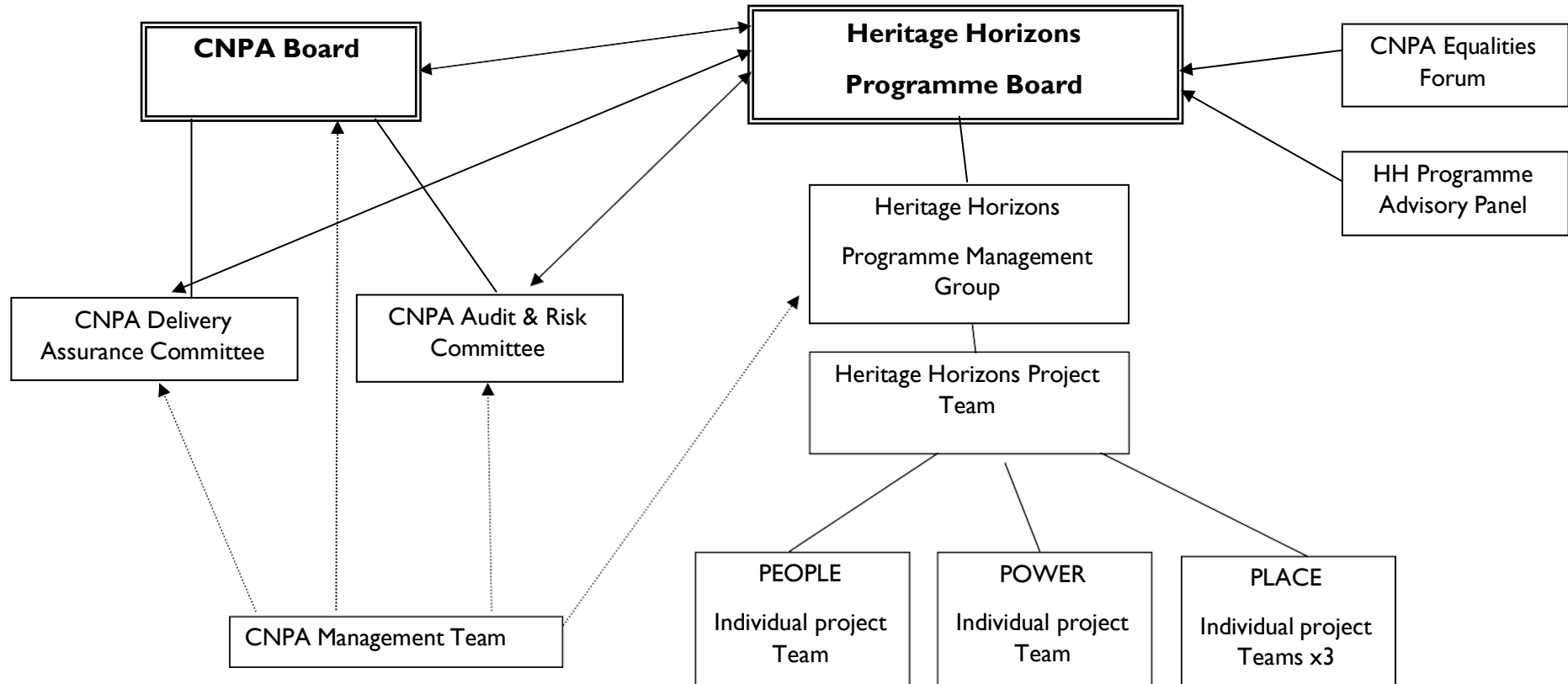
Project Theme Teams (meeting weekly)

- Theme Lead
- Project Leads

Project Advisory Panel (meeting 2-3 times pa)

- Grant Moir, CEO, CNPA
- Carolyn Caddick, CNPA Board
- Jess Bardwell, Cairngorms Youth Action Team
- Pammy Johal, CEO, Backbone
- Prof David Reay – Edinburgh University, Director Climate-XChange
- Hamish Trench - CEO Scottish Land Commission
- Dr Gemma Bone-Dodds, Director, Wellbeing Economy Alliance & SNIPS
- Sharon Hammill, Regional Planning Lead (North), Scottish Ambulance Service
- Louise Macdonald – CEO, IoD
- Kirsten Urquhart – CEO, YoungScot
- Mark Tate – CEO, Cairngorms Business Partnership
- Richard Gledson – Balmoral Estate
- Deborah Long – CEO, Scottish Environment Link
- Karen Derrick, CEO Voluntary Action Badenoch and Strathspey
- John Lauder – Deputy CEO Sustrans Scotland

Heritage Horizons Governance: Cairngorms NPA and Programme Board Reporting and Influencing Structures



Key: Solid lines = reporting / decision making
Dotted line = support and advisory reporting

Individual Project Teams

PEOPLE

- Ia. Wellbeing Economy
- Ib. Public health and the outdoors
- Ic. Dementia Activity Resource Centre
- 2a. Climate learning and education
- 2b. Outreach and engagement programme:
- 2c. Community Arts and Culture programme

POWER

- 3a. Climate conscious communities:
- 3b. Citizens' Assembly / Jury
- 3c. Community Managed Grant Scheme
- 4a. Regional Land Use Partnership & Land Rights and Responsibilities

PLACE – Nature Based Solutions (Land Management)

- 4b. Green Investment Plan
- 5.a Woodland Expansion
- 5b. Peatland restoration
- 5d. Deer management

PLACE – Nature Based Solutions (Conservation)

- 5c. Climate Resilient Catchments
- 5e. Cairngorms Future Farming
- 5f. Landscape and communities

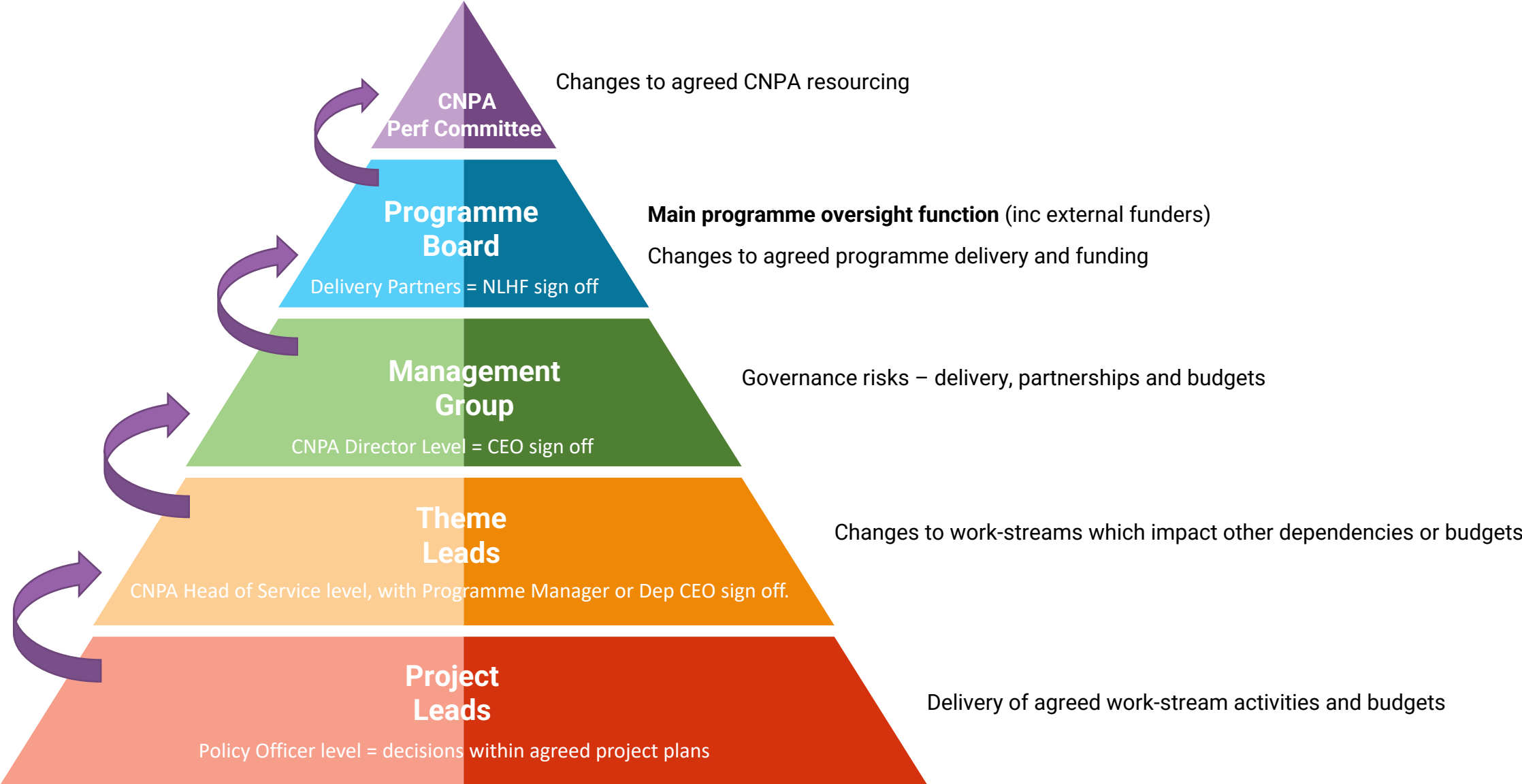
PLACE – Transport

- 6a. E-bike network
- 6b. Glenmore Transport Plan
- 6c. Active Travel in Badenoch and Strathspey
- 6d. Sustainable Transport in Deeside & Angus
- 6e. Sustainable Transport in Highland Perthshire
- 6f. Active Aviemore

KNOWLEDGE EXCHANGE AND COMMUNICATIONS

These projects will be accompanied and underpinned by a comprehensive and inclusive communications plan and an innovative research/knowledge exchange programme monitoring, evaluating, and sharing lessons both during the project and after.

Heritage Horizons: Cairngorms 2030 Escalation matrix



Heritage Horizons: Cairngorms 2030

Programme Board Terms of Reference

Remit

To lead the partnership engaged in the delivery of the Cairngorms National Park Authority (CNPA) Cairngorms 2030: People and Nature Thriving Together National Lottery Heritage Programme, contributing to the governance of the programme by providing a clear focus on delivery of programme outcomes and scrutiny of programme delivery and forward plans.

Priorities

The Programme Board will focus on the following priorities:

1. To champion and ensure the partnership representatives engaged in the programme actively contribute to the design and successful delivery of the Programme.
2. To ensure the outcomes and legacy impacts of the Programme are effectively planned for; efficiently implemented; and secured within budget resources available.
3. To ensure partners, including the National Lottery Heritage Fund, secure their expected benefits from Programme delivery.

Approach to Engagement

1. Short, decision focused Board meetings: committed to 1.5 hrs every 3 months
2. Paperwork only when required, with an emphasis on executive summary level detail
3. Push support through teams, providing access to resources or people when requested
4. Help us to change or challenge processes, and unblock issues
5. Minimise changes to scope, ensuring we keep the brief focused and clear
6. Look for progress and responsiveness from the project team, particularly with regards to project scaling; if you don't see it then query
7. Agree, monitor and review risks and benefits

Governance and Administration

1. The Board will meet every 3 months and take decisions by correspondence if required
2. Frequency of meetings will be reviewed periodically to ensure meetings are a valuable use of all attendee's time

Programme Board Members

Name	Position/Organisation
Grant Moir (Chair)	CNPA CEO
David Cameron	CNPA Director of Corporate Services and Deputy CEO
Carolyn Caddick	Deputy Convenor, CNPA Board
Tom Ingrey-Counter	Senior Investment Manager, NLHF
Karen McGregor	Scotland Director, Sustrans Scotland
Graeme Prest	Regional Manager, Forestry and Land Scotland
Chris Donald	Operations Manager, Nature Scot
Emma Cooper	Head of Land Rights & Responsibilities, Scottish Land Commission
James Gibbs	Area Manager, HIE
John Risby	Conservator, Highlands & Islands, Scottish Forestry
Kate Lackie	Executive Chief Officer (Performance and Governance), The Highland Council
Paul Macari	Head of Economy and Place, Aberdeenshire Council
Tim Allison	Director of Public Health and Policy, NHS Highland

Officials In Support

Official's attendance will vary dependent on subject matter expertise requirements.

Name	Position/Organisation
David Clyne	CNPA Head of Heritage Horizons
Lynn Anderson	CNPA Programme Delivery Officer
	Theme and Project Leads as required

Heritage Horizons: Cairngorms 2030 Project Management Group: Terms of Reference

<p>DURATION 1.5 for each</p> <p>FREQUENCY Monthly</p>		<p>PURPOSE</p> <p>To provide a forum for:</p> <ol style="list-style-type: none"> 1. Guidance and decision-making, in line with escalation and tolerance guidelines 2. Focused discussions for the upcoming Programme Board <p>OBJECTIVES</p> <ol style="list-style-type: none"> 1. Review of Programme progress via Highlight Reports and additional papers as appropriate 2. Decisions approved or process for escalation agreed 3. Change requests approved or process for escalation agreed 4. Review of new and existing risks/issues risks and issues 5. Strategic advice provided as required 6. Review and approval of significant Programme decisions prior to Programme Board <p>REQUIREMENTS FROM ATTENDEES</p> <ol style="list-style-type: none"> 1. Have completed required outstanding actions prior to Project Board 2. Provide Workstream updates at the Board as per agenda 3. Provide appropriate scrutiny and constructive challenge to the items presented to the Board 4. Appoint a fully empowered representative to attend the meeting if unable to attend
<p>ATTENDEES</p> <p>Programme Management Group</p> <ol style="list-style-type: none"> 1. CNPA CEO (Chair) 2. CNPA Director of Corporate Services 3. CNPA Director of Planning and Place 4. CNPA Director of Conservation and Climate Change 5. CNPA Head of Heritage Horizons 6. CNPA Project Delivery Officer (secretariate) 		
<p>CORE AGENDA</p> <ol style="list-style-type: none"> 1. Minutes of last meeting, outstanding actions 2. Review of Highlight Reports – Level 0 Milestones 3. Review of risks & issues 4. Additional papers reviewed as required 5. Review of agenda for Programme Board 6. AOB 		
<p>INPUTS</p> <ol style="list-style-type: none"> 1. Previous Minutes, outstanding actions 2. Highlight Reports 3. RAID – risks/issues 	<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Minutes of meeting, new actions 2. Updated RAID Log 3. Updated Highlight Report 	

Heritage Horizons: Cairngorms 2030

Advisory Panel Terms of Reference

Remit

To provide advice and guidance to the management and governance of the Cairngorms National Park Authority (CNPA) Cairngorms 2030: People and Nature Thriving Together National Lottery Heritage Horizons Fund stage 2 application, and to ensure that available knowledge and insights in this area are incorporated into decision making.

Priorities

The Advisory Group will focus on the following priorities:

1. Supporting and challenging the development of an NLHF stage 2 application by June 2023
2. Increasing the collaboration between public, private and third sectors to deliver Scotland net zero targets
3. Ensuring the application delivers at pace on its aims whilst developing a legacy that helps deliver net zero
4. Supporting best practice from other sectors to inform accelerating transition to net zero
5. Encouraging the use of subject matter expertise to solve problems faced in the delivery of the project
6. Ensuring alignment to wider policy and policy thinking.

Approach to Engagement

1. Short, focused VC group meetings: committed to 1 hour
2. Paperwork only when required, with an emphasis on summary level detail
3. Push support through teams, providing access to resources or people when requested
4. Minimise changes to scope, ensuring we keep the brief focused and clear
5. Look for progress and responsiveness from the project team, particularly with regards to project scaling: if you don't see it then query
6. Empower the project team to make decisions at appropriate level to maintain delivery agility and speed

Governance and Administration

1. The group (or individuals) will meet 3 times per year and take decisions by correspondence if required
2. Frequency of meetings will be reviewed periodically to ensure meetings are a valuable use of all attendee's time

Advisory Panel Members

Name	Position/Organisation	Role on Board
Sharon Hammell	Scottish Ambulance Service Regional Lead Planning Lead (North)	Developing outdoor focused health and wellbeing partnerships with the NHS
Kirsten Urquhart	Young Scot CEO	Engaging and inspiring young people aged 11-26 in Scotland to become informed, incentivised and active climate champions.
Louise Macdonald	Institute of Directors Scotland CEO	To represent business leaders nationwide.
Pammy Johal	Operations Director	Engaging marginalised and excluded communities with nature and climate change
John Lauder	Sustrans Deputy CEO	To provide advice, support and funding that makes it easier for people to walk and cycle for everyday journeys.
Karen Derek	Voluntary Action Badenoch & Strathspey Chief Officer	Representing the people and communities in the Cairngorms National Park
Richard Gledson	Balmoral Estate Factor	Land management advisor
David Reay	Edinburgh University Professor of Carbon Management & Education	Developing net zero carbon management and education strategies, policies and projects
Mark Tate	Cairngorms Business Partnership CEO	Developing and promoting climate resilient businesses across the Cairngorms National Park
Deborah Long	Scottish Environment Link CEO	Developing an environmentally sustainable society
Hamish Trench	Scottish Land Commission CEO	To improve the productivity, diversity and accountability of the way Scotland's land is owned and used.

Officials In Support

Official's attendance will vary dependent on subject matter expertise requirements.

Name	Position/Organisation
Grant Moir (Chair)	CNPA CEO
David Cameron	CNPA Director of Corporate Services and Deputy CEO
David Clyne	CNPA Head of Heritage Horizons
Lynn Anderson	CNPA Programme Delivery Officer
	Theme and Project leads as required

Heritage Horizons: Cairngorms 2030 Monthly Project Theme Meeting: Terms of Reference

TIME 1 Hour FREQUENCY Monthly	
ATTENDEES 1. Chair – Theme Lead 2. Head of Heritage Horizons 3. Programme Delivery Officer (secretariate) 4. Theme Project leads	PURPOSE To provide a forum for discussion on; 1. Operational matters specific to the Theme, and to give focus to any threats facing its day-to-day operation 2. Workstream progress
AGENDA 1. Outstanding Actions 2. Highlight Report review: <ul style="list-style-type: none"> • Progress updates, dependencies, blockers • Decisions for escalation • Change requests 3. Risk and Issues review 4. AOB	OBJECTIVES 1. Review and monitor progress on actions owned by Theme 2. Review and monitor progress on Theme workstream deliverables; ensuring the plan for the coming period is understood and recorded 3. Review new and existing risks and issues 4. Discuss decisions required and agree escalation route if appropriate 5. Discuss any change requests and agree approval route if appropriate
INPUTS 1. Updated Highlight Reports (Theme Lead) 2. Workstream Plan (Theme Lead) 3. RAID - Action Log, Risk and Issues (Theme Lead)	REQUIREMENTS FROM ATTENDEES 1. Update Highlight Report Level 1 and 0 milestones, dates, comments, and RAGs prior to meeting 2. Update Actions, Risks & Issues on RAID prior to meeting 3. Raise any new risks, issues, and decisions for discussion
OUTPUTS 1. Note of new actions arising from meeting captured (Secretariat) 2. Revisions to Highlight Report (Theme Lead) 3. Revisions to RAID - Actions, Risks & Issues (Theme Lead)	

Heritage Horizons: Cairngorms 2030 Weekly Theme Team Meeting

<p>TIME 1 hour FREQUENCY Weekly</p>	
<p>ATTENDEES</p> <ol style="list-style-type: none"> 1. Chair – Theme Lead 2. Project leads 	<p>PURPOSE</p> <ol style="list-style-type: none"> 1. Provide an opportunity for key Programme updates to be communicated amongst the team 2. Update and progress review of outstanding actions
<p>AGENDA</p> <ol style="list-style-type: none"> 1. Update on strategic discussions 2. Update on outstanding actions 3. Governance reporting preparation progress 4. Workstream updates by exception – focus on any escalations / decisions needed 5. AOB 	<p>OBJECTIVES</p> <ol style="list-style-type: none"> 1. Provide a regular overview of Programme activity 2. Review actions to ensure timely progress is made towards completion
<p>INPUTS</p> <ol style="list-style-type: none"> 1. RAID – Action Log 	<p>REQUIREMENTS FROM ATTENDEES</p> <ol style="list-style-type: none"> 1. Provide verbal workstream updates by exception on any escalations / decisions needed 2. Highlight information relating to actions which require clarification or further detail 3. Contribute information which may support colleagues progress with actions
<p>OUTPUTS</p> <ol style="list-style-type: none"> 1. Actions updated on RAID log 	

Heritage Horizons: Cairngorms 2030 Weekly Theme Team Meeting

Theme team meetings

1. **People** – Olly and AI and project leads.
2. **Power** – Gav and project leads.
3. **Place** – Transport – Pete Crane and project leads.
4. **Place** – NBS (Head of Conservation Team) and project leads.
5. **Place** – NBS (Head of Land Management Team) and project leads.