

CAIRNGORMS NATIONAL PARK AUTHORITY

Title: BOARD FEES REVIEW RECOMMENDATION

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RECRUITMENT

Background

1. The current policy was introduced in 2017. Under the current policy Board Members are paid for three days per month (36 days a year) minus any deductions for meetings they miss. The Convener, Deputy Convener and Planning Convener receive additional days to account for their additional duties, but are subject to the same deductions as other Board Members for any meetings missed.
2. At their meeting on Friday 1st February 2019, the Staffing & Recruitment Committee agreed that the Board Convener and the Chair of Staffing & Recruitment would undertake a review of the current policy following two years of implementation of this policy. This review was intimated to Board Members at the informal Board Business session the same day and all Board Members were written to by the Convener asking for their feedback on the current policy.
3. The Convener & Chair of Staffing & Recruitment drafted three key principles for the review: 1 - to review the effectiveness of the policy as per the original agreement of the policy; 2 - to ensure Board Members remuneration is closely aligned to the time they're giving up in performing their role; 3 - Board Members contracts with the Scottish Government set out a minimum expected commitment of 2 days per month, with recent adverts for the role promoting it as 2-3 days a month.
4. Following receipt of the comprehensive initial feedback, the Convener & Chair of Staffing & Recruitment scoped two possible options based on Board Members feedback. Board Members were then consulted on these options.

Outcome of Consultation

5. A clear majority of the Board expressed a preference for Option B, with 12 members preferring this option and a further two saying they would be happy with it. This equates to 85% of those who replied supporting Option B. On this basis the Staffing & Recruitment Committee unanimously agreed that Option B was the preferred option and therefore recommend it to the Board.

6. The key points of the recommended option are:
- a) Using a 30 day base. Work was done to calculate the time Board Members commit if they attend all core meetings, including Board meetings, Board Business Days, Visit Days, Planning meetings and are a member of a corporate committee. This included time spent attending meetings and preparing for them. As a result of this analysis a 30 day base has been used, but with the option to top-up with an additional 6 days to a maximum of 36 days per year.
 - b) As a flat rate system there will be an expectation that Board Members would “offset” any days missed (due to holidays for example) in other ways e.g. attendance at an external event on behalf of the Board. If the Member is not performing the minimum expected 30 days a year or where their attendance at formal CNPA meetings within a six month period drops below 80% (excluding absence due to illness), this will trigger a review meeting with the Convener, who shall have the power to impose deductions of a half day for every half day missed.
 - c) Top-up System: Board Members carrying out additional duties on behalf of the Board can receive up to an additional 6 days each year for carrying out these duties. These will primarily be achieved through membership of external groups and their value will be paid pro-rata across the year. Any additional days from one off events e.g. conference attendance would be paid at end of the quarter unless it is being used to offset a missed core meeting.
 - d) Board Members are expected to attend one community evening engagement event during the year and be a member of a Corporate Committee/Communications & Brand Group as part of their core 30 day commitment.

Proposed Implementation

7. It is proposed that the new Board Fees policy would be implemented from 1st October 2019.
- a) The Committee also agreed a number of additional implementation actions. These additional implementation actions were as follows:
 - b) That year round commitments such as membership of an external group should have their value paid pro-rata across the year and that where a conference/event is not being used by a member to offset a missed day, this should be paid at the next quarter end.
 - c) Ahead of the proposed implementation date of 1st October 2019, all Board members who wish to gain the full 6 days top-up would be given the opportunity to discuss membership of external groups.
 - d) Ahead of 1st October 2019, all Board members would be informed what their monthly rate would from 1st October onwards based on their external/internal group membership.
 - e) As part of this light touch approach to administration, top-ups for additional conference/events should be paid quarterly in the same way deductions are currently applied quarterly.
 - f) Ahead of the Board meeting that the allocations for offsetting/top-up be reviewed following feedback received. – This is now completed and attached as Annex I.

8. Following discussion the Staffing & Recruitment Committee agreed an additional recommendation:
 - a) That Board members who have a dual mandate e.g. are both a Board Member and a Local Authority Councillor shall be eligible for a reduced value for attendance at Community Councils. The reduced value would be set at 50% of the full value.

Allocation of Top-Up/Offsetting

9. It is proposed that the full Board will still agree appointments to external groups annually, but the method for the selection of Board Members to attend conferences and one off events is changed. Currently the Convener asks for volunteers to attend external conference or events and who is selected it is entirely at their discretion who is selected.
10. Going forward it is proposed that the Convener would ask for volunteers, then make a recommendation to the Governance Group (either in person or by email) and a majority of the members of the Governance Group would be required to agree to the recommendation before it is approved. It is felt that this will provide increased transparency, but will be flexible enough to allow for Board Members to attend relevant conferences/events which may be advertised at fairly short notice.
11. When making their decision the Convener will take cognisance of the following:
 - a) if any Board Members who have put themselves forward to attend have a pre-existing relationship with the organisation e.g. the Chair of the Cairngorm Tourism Partnership would be a strong candidate to attend a tourism conference hosted by VisitScotland;
 - b) they shall consider if any of the Board Members have specialist knowledge in the subject area which may give the CNPA an advantage in them attending;
 - c) they shall consider previous attendance of the Board at the event (or similar events) and try to ensure fair opportunities for all members.
12. A list of opportunities will be circulated to Board Members on a six monthly basis with annual events listed to ensure Board Members have significant notice. After allowing a reasonable response time, the recommendation will be made to the Governance Group by the Convener. The Governance Group will be presented with the full list of Board Members who have put themselves forward as well as the Convener's recommendation.
13. It is proposed that this change is implemented from the 1st October 2019 in line with the implementation of the other aspects of the policy

Proposed Changes to Meeting Calendar

14. As part of this review, how Board Members time is used has been considered to ensure we are utilising it to its fullest potential. Following the initial feedback, a number of proposals were made in relation to the meeting calendar and in the following consultation there was strong support from Board Members for the

proposals put forward. Based on the feedback response, the Staffing & Recruitment Committee unanimously recommended that the Board adopt the proposed changes.

15. The key changes to the meeting calendar are:
- a) There will be a reduction in the number of core meetings. There will still be: 4 Formal Board meetings; 10 Formal Planning Committee meetings, but other activities will be redistributed to maximise day usage. This will provide financial savings and reduce the Boards CO2 impact.
 - b) The pre-Board evening session for Board Members will be discontinued from 1st September 2019 and the discussion with partner's sessions will be scheduled into Board visit days.
 - c) There will be an annual Board two day strategy away day.
 - d) To provide Board Members with certainty and consistency we're proposing meetings should be held on the 2nd & 4th Fridays of the month. This will allow Board Members to plan holidays, childcare and other engagements far in advance with certainty of when meetings will be.
 - e) To make the Board/organisation as family friendly as possible, recess periods have been built in for the Easter, summer, October & Christmas breaks.
 - f) As Members have already been issued diary dates until the end of March 2020, the new calendar would begin from 1st April 2020.

Recommendation

16. **That the Board approves:**
- a) **The recommendations of the Staffing & Recruitment Committee as set out in paragraphs two, three and four of this paper.**
 - b) **Minor matters relating to the implementation of this policy shall be delegated to the Director of Corporate Services and Chief Executive with the agreement of the Convener and Deputy Convener.**

Xander McDade, Board Convener
Carolyn Caddick, Chair of Staffing & Recruitment
21st June 2019