DRAFT MINUTES OF THE PERFORMANCE COMMITTEE MEETING of

THE CAIRNGORMS NATIONAL PARK AUTHORITY

held via Lifesize
on 13 August 2021 at 3.00pm

PRESENT

William Munro (Chair)

Peter Argyle

Janet Hunter

Doug McAdam

Xander McDade – Joined half way through meeting

Anne Rae Macdonald

Willie McKenna

In Attendance:

David Cameron, Director of Corporate Services

Grant Moir, CEO

Kate Christie, Head of Organisational Development

Vicky Walker, Governance and Reporting Manager

Margaret Smith, PA to CEO and Convener

Apologies:

Danie Ralph, Finance Manager

Welcome and Apologies

1.   The Convener welcomed everyone to the first meeting of Performance Committee.

Declaration of Interests

2.   No Interests were declared

Matters Arising

3.   There were no matters arising.

Election of Committee Vice-Chair (Oral Presentation)

4.   The Chair introduced the subject which asked the Committee to discuss and agree the Election of a Vice Chair.

5.   The Performance Committee discussed the subject and made the following comments and observations:
    a) Doug McAdam was nominated for the position of Vice Chair by Anne Rae Macdonald.
    b) Janet Hunter seconded the nomination.

6.   **The Chair concluded that:**
    a) **As there were no other nominations Doug McAdam be appointed as Vice Chair of the Committee.**
    b) **Doug McAdam accepted the role.**

7.   **The Performance Committee approved the Election of Doug McAdam as Vice Chair of the Committee. The Chair extended the Committees congratulations to DMcA on his appointment**

8.   **Action:**
    i.   **Doug McAdam was appointed as Vice Chair.**

Committee Terms of Reference (Paper 1)

9.   David Cameron, Director of Corporate Services, introduced the paper which asked the Committee to:
    a) Consider the Terms of Reference for the Performance Committee and to discuss the work of the Committee over the coming year; and
    b) Consider what information or support the Committee might find useful to aid them in their work.

10.   The Performance Committee discussed the paper and made the following comments and observations:
    a)   DMcA – asked about Staff in attendance at the meeting. Should the Heads of Departments for areas being discussed be at meetings as a matter of course?
    b) DC confirmed that should there be a need for Staff members to support discussions they would be invited to specific meetings. This was expected to be in specific, exceptional circumstances as papers from project and programme boards should be clear and the role of the Committee was not to re-examine or repeat the governance work already undertaken by these boards. Rather the Committee would consider the ramifications and impacts on the Authority. Staff

should only be there if there is a need to assist the Committee on specific points of significance.

c) Committee role – should there be parameters around questions raised by the Board. No more specific parameters expected to be required as ToR broad enough to cover performance areas which are delegated to Committee by the Board.

d) Commitment to review effectiveness of Committee structure at end of year. Generic section of all ToR for Committees outlines the necessity of respective Committees to keep an eye on their effectiveness.

e) Committee will have formed its own work plan so how to control any additional work which comes to the Committee. SMT would advise Board and Committee on staff capacity which may impact work that can be undertaken by Committee. Members/Senior Officers need to keep an eye on this.

f) Specific responsibilities – Committee to ensure that performance levels are met by programme staff. Forward looking aspect of design of programme outcomes and monitoring arrangements covered in ToR Point C. Performance objectives also covered in this area. Committee would check to see that a clear pathway is established by Senior Officers in design of programmes / projects to be clear what success will look like.

g) Nature of work of the Committee similar to Audit and Risk Committee so ToR very similar of the Committee in reviewing effectiveness of systems and reporting in place, and of tracking outcomes and achievements, which would be done in parallel to A&R Committee.

h) Need to be careful that Committees do not end up duplicating work being done by staff and Boards within the projects and programmes while Committee need to be satisfied that the work is being done properly.

i) DC asked to clarify "not looking to replicate the work of the Programme Board". DC pointed out that Programme Boards are to deliver the key funding objectives of the Programme to the satisfaction of the programme and external funders. Committee role is to look at activity and to seek assurance that the intended outcomes had been achieved and to take a cross reference from those activities to ensure on behalf of the CNPA that the delivery is not posing any unexpected issues to the Authority and that there are no risks which will impact the Authority and also that objectives and outcomes are being met.

j) Projects staff would do quarterly reports which would be taken to the Committee to allow members to ensure that they are content, on behalf of the Authority and its expectations, with the direction of work being done.

k) Committee can review their performance after the first two meetings to ensure that they are on the right track.

l) Is there a direct line between the Programme Board and the Performance Committee to iron out any issues which might take place? No, there is no direct governance link. Performance Committee is a Park Authority focused

Committee. Any risks they might want looked at should be discussed with Senior Officers who can then route appropriate action requests into the relevant Programme Boards and teams.

m) Dialogue with Programme Board Partners – no specific dialogue around Committees. Committee is an evolution of the Park Authority governance arrangements and therefore not a significant change of circumstances for the projects and programmes which are already operating within the umbrella of the Authority.

XM joined the meeting.

n) Considered that the Committee Remit had much more purpose now that it was understood that it should concentrate on performance in respect of the Authority over all the Programme Projects. Makes the role more manageable.

11. **The Chair concluded that:**
    a) **The role of the committee would become clearer as meetings were held.**
    b) **Staff attending – list was not conclusive as staff would attend as and when required.**
    c) **Committee's role would be to cross check any consequences for Authority.**
    d) **There is clarity on setting objectives of the Committee**
    e) **Committee's objectives would be reviewed after first two meetings. .**

12. **The Performance Committee approved the Terms of Reference for the Performance Committee with no actions.**

13. **Action:**
    i. **None.**

Schedule of Business for Year Ahead (Oral Presentation)

14. David Cameron, Director of Corporate Services introduced the subject which looked to agree a schedule of business for the year ahead.

15. The Performance Committee discussed the Schedule and made the following comments and observations:
    a) The schedule of business – Committee would map against the reporting of the Key programmes to be covered as part of the business.
    b) 29th Oct meeting would expect to get an update of:

<ol type="i" start="1">
Heritage Horizons programme
Cairngorms Caper Project
Cairngorms LEADER Programme
Badenoch Great Place Project – may come to October meeting but if not will go to next meeting.

<ol type="a" start="3">
Heritage Horizons and Cairngorms Caper Project would be standing items for each meetings.
Glenlivet and Tomintoul Project had already been finalised so would not come to Committee.
Peatlands Restoration Programme – should this be included? DC to look into taking this to the Committee particularly with regard to delivery of intended areas of restoration and will add into the schedule.
Referrals to the Committee from the Board will require to be worked into the schedule.
Timing of schedule will need to be monitored. Key / time critical issues can be picked up by way of an extra meeting being set up outwith the normal schedule of meetings.
Park Board schedule is to be between Committees so this will allow for any items to be referred by Board prior to preparation of agenda items/papers for Committees.
JH asked how the Committees framework would look like in terms of the output of the Committee.
DC replied that there was a Dashboard which CNPA Board received twice a year which showed the status of delivery of the corporate objectives. This Corporate Performance Dashboard could be used as a reporting tool. DC to look to take this forward and to see how best to summarise the workings/outcomes of the Committee.
Specific Responsibilities in Section C of ToR – could this duplicate the work of the Resources Committee? Resources Committee will look at budgets and assess deployment of financial resources towards the Programmes. Performance Committee will look at overall way that resources are deployed and whether the Committee feel that resources could be better used. Performance Committee role therefore more of a qualitative process than a quantitive one.
Member requested an update on Heritage Horizons Project – GM updated the Committee. Inception meeting will be held on 19th Aug. Once feedback and approval of NHLF had been received then update will be given to Project Board. NHLF will allocate a Business Manager and mentor to CNPA. Performance Committee will be used as a sounding board and to help with problem solving. GM will send an email to Performance Committee after the meeting to update them.

16. **The Chair concluded that:**
    a) **Indication of what to expect for future after first two meetings had taken place.**
    b) **Clarity on difference between Committees had been outlined.**
    c) **DC to look at way in which the decisions of the Committee would be reported to CNPA Board.**

17. **The Performance Committee approved the Schedule of Business for the Year Ahead with the following actions:**

18. **Action:**
    i. **DC to look at the current Performance Dashboard to see if it can be used as a reporting tool going forward.**

AOCB

19. No other business.

Date of Next Meeting

20. The next meeting of the Performance Committee 29 October 2021 via Lifesize (all Committees to be held on the same day so will remain via Lifesize)

21. Request for the Committee meetings to be rotated so that Performance Committee did not always come last in the day. This to be discussed at next Governance Committee meeting.

22. The meeting finished at 15:50 hours.