



Minutes of the Resources Committee meeting

Held online

7 November 2025 at 01.00pm

Present

Russell Jones (Chair)

Lauren McCallum (Deputy Chair)

Jackie Brierton

Ian McLaren

Michael Williamson

Sandy Bremner (Board Convener)

Hannah Grist

Derek Ross

In attendance

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

Alix Harkness, Clerk to the Board

Apologies

Grant Moir, Chief Executive Officer

Welcome and introductions

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

Approval of minutes of previous meetings

2. The draft minutes from the previous meeting on 29 August 2025 were approved with no amendments.



Matters arising not covered elsewhere

3. There were no matters arising.

Actions from 24 January 2025 meeting:	
Information set out in Paper-6-FOISA_Complaints.pdf	
Paper 1 i. Return to committee the new policy on staff recognition and reward once available.	Open. Policy still in development
Paper 5 ii. Deputy CEO and Director of Corporate Services and Jackie Brierton to Investigate the possibility of Credit Unions for staff and park wide.	Open
Action points from 16 May 2025	
Matters Arising At para 4 c) i. Provide an advice note to Board Members to give a clear understanding that the personal use of social media policy is supplementary guidance for best practise.	Closed and issued.
Action points from 29 August 2025	
At para 15 g i. Capture if staff are moving on to more senior roles out with the Park Authority in future reports.	In hand.

Declarations of interest

4. There were no declarations of interest.

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 September - month six of the 2025/26 financial year.



6. The Resources Committee discussed the paper and made the following comments:
 - a) Chair praised the progress, and that all was on track.
 - b) Board Convener commended Head of Finance and Operations and the wider team for the usual high level budget monitoring, recognising it had been a time-consuming external audit process, on top of everything else. Head of Finance and Operations agreed it had been a team effort and would pass the praise onto the team. The Committee Chair echoed these comments.
7. The Resources Committee considered the budget management position for 2025/26.
8. Action Points Arising: None.

Health and Safety Committee Minutes (Paper 2)

9. Kate Christie, Head of Organisational Development presented the paper which sets out the minutes for the Health and Safety Committee meeting on 9 September 2025.
10. The Resources Committee discussed the paper and made the following comments:
 - a) Chair asked if the three incidents where Rangers had been subjected to abuse, was that more or less than we would normally expect or was it getting worse? Head of Organisational Development advised that this was the first reporting period during which they had three instances noted of aggression. She added however that this reporting period was at the height of the season, where visitor numbers were at a maximum and therefore not unexpected that could happen. Patterns would inform future training if it was felt current training was not sufficient, but current training covering conflict management and personal safety seems appropriate now.
 - b) A member commented on the paddle boarding incident and asked if any dry runs of procedures were carried out, without having a near miss first. Head of Organisational Development advised that they do check the equipment but would take that suggestion on as an action to pass onto the team.
 - c) A member asked for more detail around the level of aggression directed at the Ranger for having asked the perpetrator to extinguish a fire. Head of Organisational Development advised that the level of aggression was not particularly high however it was a group of people so that meant it was



escalated as it was more than one person being aggressive towards the Ranger. Typically, the incidents that involve the Rangers would be investigated either by Alan Smith or by Colin Simpson. They were relatively comfortable that there was no immediate danger to the individuals concerned and that they handled the situation appropriately.

- d) A member asked when the Rangers start to enforce the bylaw, will there be more training. Head of Organisational Development confirmed that some restructuring in the Ranger team is underway including additional training for all the rangers, recognising skill levels of the team.
- e) A member asked if the sabbatical policy that was currently under development would be coming to the Resources Committee? Head of Organisational Development advised that it was for short term sabbaticals consisting of 10 to 20 days depending on level of service. It would be brought to the staff consultative forum in December 2026 and captured within the minutes that comes to committee.
- f) A member asked if the van stuck in reverse had been a mechanical failure? Head of Organisational Development confirmed that it was due to a mechanical failure, vehicles are regularly maintained and undergo a robust service schedule.
- g) The Chair asked if the staff AED training had taken place? Head of Organisational Development advised that it was scheduled for 15 January 2026 and would be delivered during a lunch and learn.

11. The Resources Committee noted the minutes from the Health and Safety Committee meeting.

12. Action Point Arising:

- i. Dry runs of new procedures intentionally triggering health and safety trials to be considered by the Health and Safety Committee.

Staff Consultative Forum Minutes (Paper 3)

13. Kate Christie, Head of Organisational Development presented the paper which sets out the draft minutes from the Staff Consultative Forum meeting on 10 September 2025.

14. The Resources Committee discussed the paper and made the following comments:



- a) A member commented with regards to the staff award scheme, that they had seen lots of schemes with unintended consequences, the best awards to staff remained to be good constructive daily feedback to staff.
- b) A member asked about hybrid cars, was there a risk that people would drop down a tax level to purchase a car. Head of Organisational Development advised that 23% of staff would not qualify for this salary sacrifice scheme due to salary and contract type, which was one of the reasons the decision had been made to not progress with this scheme. Director of Corporate Services advised that with most of the benefit arrangements to staff, deducted from salary before tax, there was potential that they might drop their taxable earnings down a band with marginal impact. Agreed to talk further to the member about this out with this meeting.
- c) A member suggested making sure staff were aware of the number of benefits that they have: a summation of what staff get financially and in kind. Head of Organisational Development advised that on the back of feedback from this SCF meeting, the HR team had drafted a document setting out all the benefits available to staff which had been circulated to staff. She offered to circulate to Resources Committee.
- d) The Chair congratulated staff for receiving the Herald and S1 Jobs Top Employer Award and commented that it was great recognition for the organisation's progressive policies. Head of Organisational Development commented that they had been delighted to have won it for the category "best diversity and inclusion dynamic" which reflected all our work on developing a suite of diversity and Inclusion policies, thanking Hannah Grist, Board Member and David Cameron, Deputy CEO for attending the awards.
- e) A member who works with non-government organisations shared that they get teams to shout out about what they've been doing in a casual setting with the rest of the organisation and wondered if there would be an appetite for that in the National Park Authority? Head of Organisational Development agreed it was a good idea and explained that at the recent all staff awayday, the afternoon was spent with key staff talking about their work. She agreed the need to continue doing that. She stated that the Park Authority were in the middle of the best company survey and hopes to bring the results to the Committee in February/ March, and then develop action plan from this
- f) Director of Corporate Services and Deputy CEO added that in addition to the annual staff gathering, monthly staff updates take place. The current aim is to



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Paper 5 iii. Deputy CEO and Director of Corporate Services and Jackie Brierton to Investigate the possibility of Credit Unions for staff and park wide.	Open
Action points from 29 August 2025	
At para 15 g iii. Capture if staff are moving on to more senior roles out with the Park Authority in future reports.	In hand.
Action points from 7 November 2025	
At para 12 i. Dry runs of new procedures intentionally triggering health and safety trials to be considered by the Health and Safety Committee.	
At para 16 i. Director of Corporate Services and Deputy CEO to have a chat offline with Michael Williamson about the hybrid car scheme. ii. Head of Organisational Development to share with the Committee the document which details the benefits staff get and how this compares to other comparable companies.	

Motion to take next Item In confidential session



Minutes of the Audit and Risk Committee meeting

Held at Cairngorms National Park Authority office, Grantown-on-Spey

Hybrid

14 November 2025 at 9.00am

Present

Paul Gibb

Ian McLaren

Bill Lobban

Duncan Miller

Virtual

Fiona McLean (Chair)

Geva Blackett

Grant Moir, Chief Executive Officer

David Cameron, Director of Corporate Services and Deputy CEO

Tom Reid, Mazars

Paul Davison, Information Manager

In attendance

Louise Allen, Head of Finance and Corporate Operations

Mariaan Pita, Executive Support Manager

Alix Harkness, Clerk to the Board

Apologies

Peter Clark, wbg

Graham Gillespie, wbg



Welcome and apologies

1. Fiona McLean, Chair of the Audit and Risk Committee, welcomed everyone to the meeting. Apologies were noted.
2. The Chair welcomed Ian McLaren on board the Audit and Risk Committee.

Approval of minutes of previous meetings

3. The draft minutes of the previous Audit and Risk Committee meeting held on 12 September 2025 were approved with no amendments

Matters arising not covered elsewhere

4. In following up the action to establish the time taken in handling Freedom of Information (FOISA) requests, David Cameron, Deputy Chief Executive, explained that the Park Authority does not require staff to log time spent on specific tasks. As such, FOISA handling does not record individual staff time, or which teams handle FOISA requests. As any estimate of time spent is likely to vary widely, a cost estimate has never been calculated. and tracking this would be too complex so data for cost of handling FOISA requests is not available. David confirmed that the Park Authority had never sought to make a charge for FOISA handling, where the costs of responding to a complaint may be considered high. Committee members were content that no further action was required on this matter.

Ref	Action Detail	Who	When	Status
27/09/24	At para 20i iv. Update on internal audit view on financial scenario planning to be provided to the Audit and Risk Committee	David and Stephanie	At the end of the 24/25 financial year.	Ongoing Management to report back to Committee to give assurance
Update: Grant and David have been working on it over the summer; more work to be done before can be brought to the Committee.				
20/06/25	At Para 29	Paul	For the next update to Committee	Closed - staff time taken not recorded



	<p>v. Estimated time spent by staff on each information request to be captured and included in the next report.</p> <p>vi. Each request to include a little bit of detail to help identify emerging themes.</p>		November meeting	<p>as it goes out to teams. Never reached a point where had to charge because of time/ scale. Committee content with this explanation and agreed to close this action.</p> <p>Closed - included in today's agenda (Paper 2)</p>
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Declarations of interest

5. There were no declarations of interest.

Election of Deputy Chair of Audit and Risk Committee (Oral)

6. David Cameron, Director of Corporate Services and Deputy CEO, introduced the item, inviting nominations for Deputy Chair of the Audit and Risk Committee to come forward from committee members.
7. The Chair nominated Ian McLaren as Deputy Chair. Paul Gibb and Geva Blackett seconded the nomination.



8. The Committee voted Ian McLaren as Deputy Chair of the Audit and Risk Committee to start immediately for a period of three years.

9. Action Points Arising: None.

Strategic Risk Registers (Paper 1)

10. Louise Allen, Head of Finance and Corporate Operations presented the Park Authority's strategic risk management position.

11. The Audit and Risk Committee discussed the report and made the following comments and observations:

- a) A member commented on an instance of reputational risk arising from a project to reallocate a bus stop in Ballater. To secure Sustrans funding, the project must be presented as development of a transport hub and include additional features. This is causing the community frustration and creating potential reputational concerns for the Park Authority. The CEO advised that he would gather more information on this matter and get back to the Member. The Deputy Chief Executive also noted that the strategic risk register included a strategic risk around reputational damage arising from project and partner actions, with mitigation in place.
- b) With regards to the corporate risk register, the item describing the need for development of a business continuity plan remained static at red. The committee asked what progress was being made and whether consultants will be used. Director of Corporate Services and Deputy CEO reported that work had not yet started; the plan is to initiate the process over the winter by contracting consultants to carry out a business continuity review and create a business continuity plan template.
- c) On the C2030 risk register comment was made that it was good to see mitigation for the active travel strand and that council staff are sitting on the project board.

12. The Audit and Risk Committee agreed to the recommendations:

- a) Considered the coverage and adequacy of the Park Authority's strategic risk management position and advise on any gaps or amendments required to the current strategic risk register.



- b) Considered the coverage and adequacy of the Cairngorms 2030 programme risk management position and advise on any gaps or amendments required to the current programme risk register.

Action Point Arising: None.

Information requests and complaints update (Paper 2)

- 13. Paul Davison, Information Manager presented the paper which provides an update on the number of information requests, and key performance measures in meeting them, under Freedom of Information (Scotland) Act (FOISA)/ Environmental Information (Scotland) Regulations (EIR) and data protection arrangements, providing an update for the first half of financial year 2025/26. The paper also describes numbers and outcomes of formal complaints to the Park Authority.
- 14. The Audit and Risk Committee discussed the report and made the following comment:
 - a) The Chair advised that she really appreciated the breakdown and had found it very helpful.
 - b) Members welcomed the wealth of information provided and thanked Paul for the provision of the additional information on the nature of the request to help understand the areas of interest to requesters.
- 15. The Audit and Risk Committee noted the paper and agreed to the recommendations:
 - a) Note activity in this area and Park Authority performance,
 - b) Comment on breadth and depth of reporting for future updates.
- 16. Action Points Arising: None.

Geographical distribution of contracts awarded (Paper 3)

- 17. Louise Allen, Head of Finance and Corporate Operations presented the paper which provides information on procurement activity over the year ended 31 October 2025, and in particular the location of suppliers who were successful in



contracting with the Park Authority. The paper was prepared in response to a question raised by a member of the Committee.

18. The Audit and Risk Committee discussed the report and made the following comments and observations:
 - a) The Chair passed her thanks on behalf of the Committee to Mikko Saari, Procurement Manager for preparing the paper.
 - b) A member asked if there was a clause in our invitations to tender that states preference will be given to local companies. Head of Finance and Corporate Operations confirmed that there was not, as it would be deemed as discriminatory and would put the Park Authority in breach of the regulatory requirements.
 - c) With regards to the larger contracts awarded, a member asked why larger firms tended to secure the awards. CEO explained that for certain contracts in certain areas local companies don't have the capacity or right skillset.
 - d) There was discussion around whether it would be possible to stipulate that some of the larger national companies who are awarded contracts within the National Park, have to use local people to help boost the impact on the local economy. The Head of Finance and Corporate Operations cautioned that while the Local Authority may use this approach successfully, the opportunities for the Park Authority to do this are limited by the relatively small size of our contract awards.
19. The Audit and Risk Committee noted the information provided and commented on the suitability of reporting for their needs.
20. Action Points Arising: None.

Draft Audit and Risk Committee annual report (Paper 4)

21. David Cameron, Deputy CEO presented the draft Audit and Risk Committee report for consideration prior to submission to the Board.
22. The Audit and Risk Committee discussed the report and made the following comments and observations:
 - a) Chair thanked staff for drafting the report.



- b) Chair highlighted parts of the report that she took comfort in as it demonstrates the work of the Committee the past year.
- c) Chair said it had been a testing year and thanked the Director of Corporate Services and Head of Corporate Operations for their hard work and dedication.

23. The Audit and Risk Committee considered the report and agreed it being circulated to the Board.

24. Action Points Arising: None.

AOCB

25. A member commented with regards to what was happening in Ballater, the risk is where we are working with partners, their criteria is hard to achieve, the concern was directed to the Board member as a Park Authority partner. Director of Corporate Services and Deputy CEO agreed and advised that it encapsulates one of the risks on the risk register, of reputational exposure to partnership activity and our mitigation of focused work to prevent projects failing.

26. Motion to take the next items in confidential session.

Date of Next Meeting

27. The date of the next meeting is 13 March 2026 in person.

28. *The public part of the meeting concluded at 9.34 am*

Ref	Action Detail	Who	When	Status
27/09/24	At para 20i vii. Update on internal audit view on financial scenario planning to be provided to the Audit and Risk Committee	David and Stephanie	At the end of the 24/25 financial year.	Ongoing Management to report back to Committee to



				give assurance
Update: Grant and David have been working on it over the summer; more work to be done before can be brought to the Committee.				