Annex 1

Committee Minutes

Minutes of the Audit and Risk Committee meeting

Held online

19 June 2026 at 10.00am

Present

Fiona McLean (Chair)
Geva Blackett
Duncan Miller
Ian McLaren (Vice Chair)
Bill Lobban
Paul Gibb

In attendance

Tom Reid, Forvis Mazars LLP
Peter Clark, wbg
Shaun Roddan, wbg
David Cameron, Director of Corporate Services and Deputy CEO
Louise Allen, Head of Finance and Operations
Sandy Allan, Information Systems Manager until
Eilidh Todd, Communities and Rural Development Manager
Bridget Trussell, Community Grants Manager
Mikko Saari, Procurement Officer
Alix Harkness, Clerk to the Board

Apologies

Grant Moir, Chief Executive Officer

Welcome and apologies

1. Fiona McLean, Chair of the Audit and Risk Committee, welcomed everyone to the meeting. Apologies were noted.

Approval of minutes of previous meetings

2. The draft minutes of the previous Audit and Risk Committee meeting held on 13 March 2026 were approved with no amendments

Matters arising not covered elsewhere

Ref	Action Detail	Who	When	Status
13/03/26	**At Para 18i** Refresher Audit & Risk Committee training to be organised	David Cameron	Following directly elected elections March 2027	
13/03/26	**At Para 28i)** Follow up audit on project initiation to be carried out in 2027/2028.	Internal auditors	2027/ 28	

3. Louise Allen, Head of Finance and Corporate Operations referred to Paper 3 Internal audit review: New finance system that was brought to the Committee at their last meeting on 13 March 2026, which stated that out of office levels of authority were set appropriately. She had tried to put this control in place it but it did not work as anticipated and therefore consultancy will be needed to put that in place. She apologised to the Committee for having given them the wrong information, as she had drafted the report before trying to do the work. She added that the expenses system was now up and running and making a difference. Audit & Risk Committee Chair acknowledged the update and advised there was no need for concern and said it was great to hear it was all in hand.

4. There were no other matters arising not covered elsewhere.

Declarations of interest

5. There were no declarations of interest.

Internal audit annual report 2025/2026 (Paper 1)

6. Peter Clark, wbg introduced the paper which summarises the conclusions and key findings from the internal audit work undertaken at Cairngorms National Park Authority during the year ended 31 March 2026, including the Internal Auditor's overall opinion on Cairngorms National Park Authority's internal control system.

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

   a) The Chair queried benchmarking performance, noting that results did not compare favourably. Assurance was provided by Peter Clark, wbg that there was no cause for concern, as the benchmarking was based on a limited sample size (two reviews).
   b) Director of Corporate Services and Deputy CEO noted that while results appeared slightly weaker, this was likely reflective of the organisation's ongoing growth and development. It was acknowledged that, although the position is not considered a cause for immediate concern, it would continue to be kept under review.
   c) Head of Finance and Corporate Operations raised a query regarding the basis of benchmarking, specifically whether comparisons were made against organisations of a similar size or against implementations of comparable complexity, noting the increased complexity of the recent finance system implementation. Peter Clark, wbg advised that benchmarking was primarily undertaken against similar organisations; however, as many comparable organisations have experienced similarly complex system implementations, this factor was considered to be implicitly reflected within the benchmarking.
   d) Director of Corporate Services and Deputy CEO commented on the reported weakness in follow-up actions, noting the presence of several long-standing recommendations. It was acknowledged that some earlier recommendations by Azets, the previous internal auditors, had been broad in scope and required longer-term action to reach completion. Assurance was provided that this issue was recognised and is being actively managed, with a focus on

progressing and closing outstanding actions over the coming year. It was further agreed that to date, recommendations from wbg have been more clearly defined and focused, and this has been helpful in supporting their timely implementation.

8. The Committee considered and noted the Internal Auditor's overall opinion as set out in page 4 of the report and endorsed the inclusion of that opinion within the Governance Statement for 2025-26.

9. Action Points Arising: None.

Internal audit review – IT disaster recovery advisory (Paper 2)

10. Shaun Roddan, wbg presented the results of the Internal Auditor's advisory review on IT disaster recovery procedures. The purpose of the review was to assess the Park Authority's IT Disaster Recovery (DR) arrangements in the context of current hybrid working, cloud-based services, and recent digitisation. The review focused on the practical effectiveness of recovery planning, supporting documentation, and mitigation measures, providing pragmatic recommendations to strengthen IT resilience going forward. This review formed part of our 2025/26 Internal Audit Annual Plan.

11. Cairngorms National Park Authority staff made the following points:

    a) Head of Finance and Corporate Operations reported it had been a really positive experience working with Shaun Roddan and noted that development of the DR plan was something the team needed helped with. She went on to recognise the knowledge and skill within the team but that there is a need to document processes and procedures.
    b) Sandy Allan, Information Systems Manager explained he had found it a very useful process, highlighted what the team already knew and identified a clear need around documentation.
    c) Director of Corporate Services and Deputy CEO provided context linking the work on IT disaster recovery to the wider Business Continuity Plan, noting that this area has remained a red-rated strategic risk. He explained that the current work would contribute to a broader programme, incorporating communications and organisational response planning, to develop an updated Business Continuity Plan. The Chair welcomed this joined-up, "twin-track" approach to risk management and business continuity.

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

    a) A query was raised regarding the risk of staff inadvertently acting on apparently legitimate emails, particularly where communications appear to originate from trusted internal sources, and how consistent vigilance was maintained. Information Systems Manager advised that comprehensive training was in place, supported by regular awareness-raising and staff communications. Plans are also in place to introduce simulated phishing exercises and enhanced testing to reinforce good practice. It was acknowledged that cyber threats are increasingly sophisticated and that some residual risk remains; however, a strong culture of awareness and ongoing training provides assurance that this risk is being actively managed.
    b) The Chair thanked Shaun Roddan for the thorough and detailed report and praised the thoroughness of internal audit review, noting the value of undertaking advisory audits like these where appropriate. She extended her thanks to the internal IT Team.

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

    a) Consider the internal auditor's report and findings
    b) Endorse the management responses to recommendations for future action and improvements

14. Action Point Arising: None.

Sandy Allan and Shaun Roddan left the meeting at 10.38am

Internal audit review – complaints procedure (Paper 3)

15. Peter Clark, wbg presented the results of the Internal Auditor's review on the Park Authority's complaints procedure. The purpose of the review was to consider the complaints handling arrangements within the Park Authority, to assess whether these are sufficient, follow good practice, and adhere to current legislation and guidance. This review formed part of the 2026/27 Internal Audit Annual Plan.

16. Deputy CEO and Director of Corporate Services made a comment on the complaints handling review, noting the need to balance transparent complaints

processes with the organisation's quasi-judicial planning responsibilities. He highlighted that some complaints may be vexatious or inappropriate, potentially placing unnecessary demands on resources. Assurance was provided that the recommendations have been accepted and that work would be undertaken to strengthen processes, including earlier identification of vexatious complaints, while maintaining a fair and appropriate approach to all valid complaints. The importance of this balance, given legal considerations, was acknowledged by the Chair.

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

    a) The Chair noted and welcomed the importance of clearly defining vexatious complaints and the associated process. She considered the report to be clear and provided appropriate assurance, with only minor recommendations identified.
    b) No further questions were raised.

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

    a) Consider the internal auditor's report and findings
    b) Endorse the management responses to recommendations for future action and improvements

19. Action Point Arising: None.

External audit update (Paper 4)

20. Tom Reid, Forvis Mazars LLP presented the external auditor's progress report setting out the progress on the 2025/26 final accounts audit.

21. Head of Finance and Corporate Operations provided an update on the audit process:
    a) Draft accounts are progressing well and at an advanced stage.
    b) Committed to submitting them to external auditor by the end of the month.
    c) Audit processes expected to begin the following week.
    d) An on-site visit is planned towards the end of the audit.
    e) This visit should help resolve any outstanding issues efficiently.
    f) Overall position: nearly ready to proceed.

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

    a) The Chair commented the planned on-site audit visit is welcomed as beneficial for responding to queries. She acknowledged the good progress on preparations
    b) No questions raised by members.
    c) The Chair looked forward to receiving the final report by October.

23. The Audit and Risk Committee noted the update.

24. Action Point Arising: None.

External audit assurances (Paper 5)

25. Louise introduced the paper and summarised what the annexes detail. Tom Reid, Mazars presented the Request for information from Management and Those Charged with Governance prepared by Mazars.

26. The Audit and Risk Committee discussed the report and agreed they were happy with it.

27. The Audit and Risk Committee agreed to the recommendations:
    a) Endorse the management responses to recommendations for future action and improvements

28. Action Point Arising: None.

Strategic risk registers (Paper 6)

29. Deputy CEO and Director of Corporate Services presented the paper which supports a review by the Committee of the Park Authority's strategic risk management position.

30. The Audit and Risk Committee discussed the report and made the following comment and observation:

    a) The Chair queried why the Communities Fund does not appear on the strategic risk register and sought confirmation that no risks have been identified requiring escalation. Director of Corporate Services and Deputy CEO confirmed that the Communities Fund project risk register has been regularly

reported to the Board at recent meetings and would be considered again at the next meeting. He added that, to date, no risks identified within the project risk register have been considered significant enough to warrant escalation to the strategic risk register. While Board discussions have resulted in actions to update and refine the project risk register, it was agreed that the current approach remains appropriate. The Committee noted this position.

Eilidh Todd arrived at 10.53 am
Bridget Trussell arrived at 10.56am and left at 10.57am
Bridget Trussell arrived at 10.58am

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

    a) Consider 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) Consider 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.

32. Action Point Arising: None.

Cairngorms 2030 Communities Fund Development (Paper 7)

33. Eilidh Todd presented the update on the work of the Cairngorms 2030 (C2030) Communities Fund Panel, supported by our appointed consultants, Involve, and the staff team, in developing the C2030 Community Grants Fund. The paper is brought to the Audit and Risk Committee at this point to support a discussion on the risk management of this project in advance of consideration of the status of the project by the full board at its meeting on 26 June 2026. Since writing the paper Eilidh advised of a couple of developments:

    a) One final online session remaining with the panel which would take place next Wednesday 24 June 2026.
    b) Behind the scenes, staff are working tirelessly to prepare the ideas formed by the panel into a tangible and realistic document to present back to them at the final session.

Mikko Saari arrived at 11.02am

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

a) A member asked what themes would be funded and how was the overlap with existing funds being avoided? Communities and Rural Development Manager advised that the panel were given clear parameters and information on existing funds at the outset to avoid duplication. They focused on broad themes aligned with Cairngorms 2030 rather than specific projects.
b) A member asked what the four main funding themes are? Communities and Rural Development Manager confirmed these were the four main C2030 Themes of: Empower communities to share the future of their local area.
c) Transform the way land is managed and used to benefit nature.
d) Make getting around the Cairngorms easier, safer and greener.
e) Foster healthier, happier communities with wellbeing at their heart
f) empowering communities, health and wellbeing, transforming transport, and nature.
g) A member asked if specific projects or funding priorities already defined? Communities and Rural Development Manager confirmed they had not. She advised that panel has only set broad criteria and principles; specific projects would be determined by communities and their applications after the fund opens for applications.
h) A member asked if there would be more detailed guidance on eligible projects? Communities and Rural Development Manager confirmed that further detail would be available and presented at the Board meeting the following week.
i) The Chair asked whether the Communities Fund approach, which gives communities broad control over funding, was effective; how the themes had been defined; and whether the model could be repeated without duplicating existing funds. The Community Grants Manager confirmed that it could. She explained that the fund had been designed around four broad Cairngorms 2030 themes, with the panel given clear parameters and information on existing funding availability to avoid duplication. At this stage, only high-level principles and criteria had been set, with specific projects to emerge once applications open. The approach had demonstrated strong community engagement, brought in new voices, and proved valuable as a process in

itself. It was considered replicable in future, potentially with less reliance on consultants, and could be applied more widely across other areas.

j) The Chair asked what has been learned from the Communities Fund process, particularly as an innovative test model, and how has it worked in practice? She acknowledged that the Communities Fund has provided valuable learning as an innovative test bed, attracting interest from partners such as the National Lottery Heritage Fund as a model that could be applied in other contexts. The process has demonstrated strong potential for wider use, both within other national parks and more broadly. Communities and Rural Development Manager advised that while overall progress had been positive, it had also involved challenging discussions, which were seen as an important and necessary part of the process. A key strength was the use of independent facilitation, allowing open and honest dialogue without the Park Authority leading discussions. This created space for participants, including some initially sceptical of the Park Authority, to engage constructively and recognise its commitment to improvement. Overall, it was reported that the experience has generated important insights into community engagement, collaboration, and future delivery approaches.

k) A member argued that the wider community had not yet been engaged, only a small group of representatives ie the Community Fund Panel consisting of 18 members. Community Grants Manager confirmed that engagement thus far has been with the reflective panel (approx. 18 members plus an advisory group), not the full community. Wider community involvement would come when the fund opens for applications.

l) A member asked what the panel has been asked to do. Community Grants Manager advised that the panel have been tasked with designing the funding process and principles, not selecting projects or making funding decisions.

m) A member raised concerns that success was being overstated before the fund had been delivered. Community Grants Manager acknowledged that the project was still in early stages; success so far relates to the innovative design process, with outcomes yet to be proven through delivery.

n) A member asked what the key achievement so far was and how would effectiveness be demonstrated? Director of Corporate Services and Deputy CEO advised that the fund has been designed by a reflective group of potential users, which is seen as a significant and innovative shift from traditional centrally designed funding models. Community Grants Manager

advised that effectiveness would be demonstrated through future delivery; by assessing demand, applications received, and how well funded projects align with the fund's criteria.

o) A member asked what happens next. Communities and Rural Development Manager explained the next steps were clear communication of the current stage, followed by opening the fund, enabling applications, and evaluating outcomes over time.

p) The Chair asked how the Communities Fund would be monitored and sought assurance that there was confidence in the proposed approach. The Communities and Rural Development Manager explained that monitoring would be undertaken in two parts:

i. The process (how the panel and design stage operated), supported by a structured evaluation programme.

ii. The grants delivery (how funding is used and what outcomes are achieved), which will include built-in monitoring of outputs and impacts.

Community Grants Manager provided reassurance that there was confidence in the approach, as monitoring and evaluation are established practices, and systems will be developed alongside the next stage of delivery.

q) The Chair thanked the staff for this information and asked if monitoring would be integrated into the next phase of the fund? Community Grants Manager confirmed that monitoring requirements would be built into the design of the funding process and future decision-making stages ensuring outcomes are tracked effectively.

r) A member sought clarity on how the panel was made inclusive for different demographics and working patterns. Communities and Rural Development Manager provided reassurance that a mix of evening online sessions and weekend in person meetings was used, alongside payment, expenses, and childcare support, enabling broad participation across ages and lifestyles, including typically harder to reach groups like working parents.

s) The Chair asked what the risks were in transitioning from the design phase to the delivery phase, and how would they be managed? Communities and Rural Development Manager advised that there were recognised risks around loss of momentum and continuity when moving from design to delivery, particularly as the panel's role finishes; these risks have been identified, and further detail on mitigation and management will be developed and presented at the next Board meeting on 26 June 2026.

t) A member requested that further information be presented to the Board next week, which included clear and fixed timelines should be established, including a defined application window (e.g. four weeks) and a rapid decision-making period (e.g. one to two weeks). This would provide applicants with timely feedback and greater certainty, helping them coordinate applications alongside other funding opportunities and manage larger projects effectively

35. The Audit and Risk Committee agreed to the recommendations.

36. Action Points Arising:

i. Detailed guidance on eligible projects to be provided as part of Board presentation on 26 June 2026 (para 34d).
ii. Develop and present a detailed mitigation and management plan to address risks of loss of momentum and continuity during the transition from design to delivery at the Board meeting on 26 June 2026 (para 34o).
iii. Set fixed application and decision timelines to provide timely feedback and certainty, to be presented at the next Board meeting on 26 June 2026 (para 34p).

Bridget Trussell and Eilidh Todd left the meeting at 11.29am.

Draft annual procurement report (Paper 8)

37. Mikko Saari, Procurement Manager presented the paper.

38. The Audit and Risk Committee discussed the report and made the following comment:

a) A member asked how year on year statistics on local supplier contracts should be interpreted, given that variations in work could affect numbers? Procurement Manager confirmed that figures could fluctuate due to many variables (e.g., type of work, regulations), so while increasing local supplier use was desirable, decreases may also be legitimate; efforts are underway to optimise consistency through consultation with local suppliers.

39. The Audit and Risk Committee noted the report.

40. Action Point Arising: None.

Mikko Saari left the meeting at 11.52am

Draft governance statement (Paper 9)

41. Louise Allen presented the draft governance statement.

42. The Audit and Risk Committee discussed the report and agreed they were content with it.

43. The Audit and Risk Committee agreed the draft governance statement.

44. Action Points Arising: None.

Information requests and complaints update (Paper 10)

45. David Cameron, Deputy CEO and Director of Corporate Services presented the paper.

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

    a) Comment made that there were not too many recurring themes which was positive.
    b) The Chair gave thanks to the Information Manager for preparing the report.

47. The Audit and Risk Committee noted the update.

48. Action Points Arising: None.

AOCB

49. There were no items of business.

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

Date of Next Meeting

51. The date of the next meeting is 2 October 2026 online.

52. The public part of the meeting concluded at 11.55 am

Ref	Action Detail	Who	When	Status
13/03/26	**At Para 18i** Refresher Audit & Risk Committee training to be organised	David Cameron	Following directly elected elections March 2027	
13/03/26	**At Para 28i)** Follow up audit on project initiation to be carried out in 2027/2028.	Internal auditors	2027/ 28	
19/06/2026	**At Para 34d** Detailed guidance on eligible projects	Communities and Rural Development Manager	Board presentation on 26 June 2026	
19/06/2026	**At Para 34o** Develop and present a detailed mitigation and management plan to address risks of loss of momentum and continuity during the transition from design to delivery	Communities and Rural Development Manager	Board presentation on 26 June 2026	
19/06/2026	**At Para 34p** Set fixed application and decision timelines to provide timely feedback and certainty	Communities and Rural Development Manager	Board presentation on 26 June 2026	

Minutes of the Resources Committee meeting

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

Hybrid

28 August 2026 at 09.00am

Present in person

Russell Jones (Chair)
Sandy Bremner
Derek Ross
Eleanor Mackintosh
Jackie Brierton

Present online

Lauren McCallum (Deputy Chair)
Hannah Grist

In attendance

Grant Moir, Chief Executive Officer
Kate Christie Head of Organisational Development (online)
Louise Allen, Head of Finance and Corporate Operations
Katherine August, Financial Accountant
Karen Johnstone, Clerk to the Board

Apologies

Ian McLaren
David Cameron, Deputy CEO and Director of Corporate Services

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 15 May 2026 were approved with no amendments.

Matters arising not covered elsewhere

3. There were not 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.	Policy still under consideration, but Staff Benefits document has been developed and circulated, which already sets out a number of existing benefits
Paper 5 **i.** 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 i. Capture if staff are moving on to more senior roles out with the Park Authority in future reports.	Closed: - reported verbally in update on staff turnover.
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.	Open, and tabled for June Health and Safety Committee meeting
Action points from 13 February 2026	

Paper 4 – Staff Consultative Forum At para 18c **i.** Bring back a report on uptake of the new sabbatical policy**.**	Closed - confirmed on 15 May 2026 that to date there have been no applications.
Action points from 15 May 2026	
Paper 1 – Finance Monitoring At para 6a i. Further analysis of how much expenditure on the community wealth fund has been directed to organisations, individuals, or businesses within the National Park versus outside the National Park to be prepared and presented to the Committee	Closed – paper on agenda

Declarations of interest

4. There were no declarations of interest.

Finance monitoring (Paper 1)

5. Louise Allen, Head of Finance and Corporate Operations presented the paper which presents a view of the Park Authority's current financial position. It included an estimate of the outturn position for the financial year 2025/26, together with the budget management position at the end of July - month four of the 2026/27 financial year.

6. The Resources Committee discussed the paper and made the following comments:
   a) A Board Member asked if the extra costs incurred owing to the wildfires will come from the Park Authority budget or if Scottish Government (SG) will subsidise this. CEO noted that they are hopeful SG will cover some of the costs, however this is currently unconfirmed. It will be covered through a variety of organisations, not solely the Park Authority's responsibility.
   b) A question was raised regarding staff overtime during the wildfire period and how these costs will be covered. CEO confirmed that staff will be given half as annual leave and half will be paid, as the amount of over-time incurred was too high for staff to take all the time back as flexi and still be able to meet

work commitments / deadlines. Overall, the expected additional costs are between £20,000 - £30,000.

c) Clarity was sought regarding insurance and if this would cover any additional staffing costs. CEO explained that as the Park Authority is a government body, it falls under the Scottish Government's self-insurance arrangements; this includes liability insurance.

d) A Board Member questioned why the Park Authority would be paying to repair damaged equipment due to the fires, suggesting their own insurance would cover this. CEO explained that in the first instance the contractors' insurance would cover this, but where there was a refusal to pay out, the Park Authority would potentially cover this to ensure that volunteer contractors are not out of pocket.

e) A question was raised regarding the gap created from the lack of staff turnover and how will that be filled. Head of Finance and Corporate Operations explained that Heads of Service are currently engaged in a reforecast of the budget, and budget will be reallocated where this is necessary to meet spending priorities.

f) A comment was made regarding the £6,000 paid to Nethy Bridge community to cover costs for the support for volunteer food division, noting that Scottish Fire and Rescue Service (SFRS) should cover some of these costs.

g) Board Convener commented regarding the verbal confirmation of funding for transport projects, thanking all staff for their hard work and efforts to get to this stage.

7. The Resources Committee noted the paper agreeing to the recommendations:
   a) Note the estimated outturn position for the 2025/26 financial year.
   b) Consider the budget management position for 2026/27.

8. Action Points Arising: None.

Analysis of funding provided to the community within the National Park (Paper 2)

9. Louise Allen, Head of Finance and Corporate Operations presented the paper which responds to a request for analysis of how much expenditure has been directed to organisations, individuals, or businesses within the National Park.

10. The Resources Committee discussed the paper and made the following comments:
    a) Members thanked Head of Finance and Corporate Operations for the paper noting the information was useful to highlight opportunities for further community wealth-building.
    b) A Board Member highlighted that graphs in the annex should show, in the National Park, elsewhere in Scotland, and UK - other - not only England. Head of Finance and Corporate Operations agreed to update annex to reflect.
    c) Concern was raised regarding the title of the paper, suggesting that the title indicated this was all funding given to communities, when in fact there was a lot more, specifically in grants. Members and Head of Finance and Corporate Operations agreed to change the title to the same as the annex (Geographical distribution of grants and contracts awarded during the financial year 2025/26) as it was more appropriate.
    d) Discussions were had on how often this paper should be brought to Resources Committee, six months or annually. It was noted that if the paper was to be presented every six months, there may not be enough information for clear understanding of the funds allocated and annually may be more beneficial. CEO to discuss and come back to the next meeting.

11. The Resources Committee noted the paper agreeing to the recommendations:
    a) Note the information provided.

12. Action Points Arising:
    i. Change title of paper to match Annex 1, Geographical distribution of grants and contracts awarded during the financial year 2025/26, as this reflects the contents of the paper better and re-upload to the website.
    ii. Change the wording of the graphs to show in the National Park, elsewhere in Scotland, and UK - other. This should be re-uploaded to the website.
    iii. CEO to discuss if this paper should be brought every six months or annually.

Cairngorms National Park Authority equal pay audit 2025/26 (Paper 3)

13. Kate Christie, Head of Organisational Development presented the paper which highlights the Park Authority's 2025/26 gender pay gap, using data as at 31 March 2026. The gender pay gap across the organisation as a whole is identified, as well as across directorates, grades and contract type (full time and part time). The

paper also explores recruitment data and identifies possible reasons for the pay gap.

14. The Resources Committee discussed the paper and made the following comments:
    a) Head of Organisational Development noted that the table at paragraph 21 was incorrectly colour-coded, explaining this would be updated and reuploaded to the website.
    b) A Board Member questioned if there were any other benchmark statistics relating to the mean gender pay gap from other organisations. Head of Organisational Development will request this data from other Non-Departmental Public Body's (NDPB's) and share with Committee members.
    c) CEO highlighted that the heads of service is now a 50 / 50 mix of males and females which causes an increase in the pay gap as newly appointed staff start at the bottom of the band, therefore this will improve over the coming years as staff travel through the band.
    d) A Board Member highlighted the importance of insuring the right people are in the right positions due to their skills and qualifications, regardless of gender. Head of Organisational Development agreed noting there is a robust recruitment process with a sift panel of three people along with a selection panel comprising a mix of male and female panellist to ensure no there are no unconscious bias. We are confident this robust process ensures that the best person is appointed the role regardless of that person's demographic.
    e) Discussions were had around support networks and mentoring staff at lower levels. Head of Organisational Development noted that this is something that is being considered. It was highlighted that the Women in Leadership course was for senior levels to enhance skills and confidence to allow staff move into senior roles, however something similar could be done with bands C and D.
    f) Discussions were had on support for young people and helping them develop and enter the work force. Head of Organisational Development explained that the HR team are involved with young people, developing transferable skills and helping high school students with completing applications and interview skills.
    g) A Board Member commented that the new Head of Communications and Engagement position could be used as a good news story, highlighting also as a potential good news story that 64% of the work force in the Park Authority are female.

15. The Resources Committee noted the paper agreeing to the recommendations:
    a) Committee are asked to note the gender pay gap.

16. Action Points Arising:
    i. Update the colours on the table at paragraph 21 re-upload to the website.
    ii. Head of Organisational Development to reach out to NDPB's to gather statistics on mean gender pay gap to allow benchmark comparisons.

Staff Consultative Forum minutes (Paper 4)

17. Kate Christie, Head of Organisational Development presented the paper which sets out the minutes from the Staff Consultative Forum (SCF) meeting held on 08 June 2026.

18. The Resources Committee noted the paper agreeing to the recommendations:
    a) Note the minutes of the meeting.

19. Action Points Arising: None.

Health and Safety Committee minutes (Paper 5)

20. Kate Christie, Head of Organisational Development presented the paper which sets out the minutes from the Health and Safety Committee meeting held on 11 June 2026.

21. The Resources Committee discussed the paper and made the following comments:
    a) Discussions were had around the inappropriate comments and verbal abuse towards Rangers, noting that two incidents is a small number, however still too many. A Board Member questioned if there was a common theme amongst the reports. Head of Organisational Development explained there was no common theme. This is something the Health and Safety Committee are monitoring.
    b) Discussions were had around the first fines within the fire byelaws taking place with Board Members questioning if there will be publicity on this. CEO confirmed this will be made public; however, timescales are still unclear for this process.

c) Discussions were had around the temporary fire byelaw signage with a Board Member noting they find it difficult to read and asking what the fixed signs will look like. CEO explained the designs have been made for these as they have to adhere to the road authority's signage, which will be shared with Committee Members.

22. The Resources Committee noted the paper agreeing to the recommendations:
    a) Note the minutes of the meeting.

23. Action Points Arising:
    iii. CEO to share the fixed fire byelaw road signs.

AOCB

24. None

Date of Next Meeting

The date of the next meeting is 06 November 2026.

The meeting concluded at 9.58am

Motion for confidential session to be set out will be to protect confidentiality of staff.

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.	Policy still under consideration, but Staff Benefits document has been developed and circulated, which already sets out a number of existing benefits
Paper 5	Open

i. Deputy CEO and Director of Corporate Services and Jackie Brierton to Investigate the possibility of Credit Unions for staff and park wide.	
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 - will be reported in 2026 Staff Retention paper.
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.	Open, and tabled for June Health and Safety Committee meeting
Action points from 28 August 2026	
Paper 2 - Analysis of funding provided to the community within the National Park i. Change title of paper to match Annex 1 as this reflects the contents of the paper better and re-upload to the website. ii. Change the wording of the graphs to show: in the National Park, elsewhere in Scotland, and UK - other. This should be re-uploaded to the website. iii. CEO to discuss if this paper should be brought every six months or annually.	Completed Completed
Paper 3 - Cairngorms National Park Authority Equal Pay audit 2025/26 i. Update the colours on the table at paragraph 21 re-upload to the website. ii. Head of Organisational Development to reach out to NDPB's to gather statistics on	

mean gender pay gap to allow benchmark comparisons.	
Paper 5 - Health and Safety Committee minutes At para 21 c i. CEO to share the fixed fire byelaw road signs.	