



Resource Committee Meeting Minutes

Held hybrid

24 January 2025 at 09.00am

Present in person

Russell Jones (Chair)

Sandy Bremner

Derek Ross

Lauren McCallum (Deputy Chair)

Dr Hannah Grist

Present virtually

Jackie Brierton

Michael Williamson

Apologies

None

In Attendance

Grant Moir, Chief Executive Officer

David Cameron, Director of Corporate Services and Deputy Chief Executive Officer

Kate Christie, Head of Organisational Development

Louise Allen, Head of Finance and Corporate Operations

Brenna Jessie, Digital Content Manager

Mariaan Pita, Executive Support Manager

Karen Johnstone, Clerk to the Board

Apologies

None

Minutes from the previous meeting for approval

1. The minutes from the previous meeting on the 04 October 2024 were approved with no amendments.



Matters arising not covered from previous meeting

2. None

Actions from previous meetings	
17 May 2024	
Paper 2 i. The committee would like updates about the Peatland restoration grants and more information of the different types of restoration undertaken.	Completed Update will be given to Performance Committee
Paper 5 i. Board members would like to see Eólas to read through the policies available or have a handbook available for Board Members to read.	Completed
09 August 2024	
Paper 1 i. Update committee on 2025/26 and 2026/27 budget when an update from Scottish Government becomes available.	Complete: board in December and current agenda
Paper 3 i. Mentioning the board members in the paper to make it clear these values and principles refer to both staff and board members. Circulate with board member once finalised. ii. Add the word "actions" to the last paragraph - our next phase of work through our organisational development and people strategy will be to seek appropriate ways to develop the culture through appropriate behaviours, policies and actions.	Completed
	Completed
04 October 2024	
Paper 1 i. Update committee on 2025/26 and 2026/27 budget when an update from Scottish Government becomes available.	Completed 2025/26 budget development presented to Board in December 2024



Paper 4	
i. Bring back more Information to the committee on the lone working and accident and Incident procedure once all staff members are trained in the new system.	Completed Committee content with information shared in Health and Safety Committee minutes.

Declarations of interest

3. No declarations of interest were made.

Personal use of social media policy (Paper 3)

4. Brenna Jessie, Digital Communications Manager presented the paper which sets out expectations for the personal use of social media by staff and board members at the Cairngorms National Park Authority as members of a public sector organisation in Scotland. It seeks to provide clarity and support social media users to help balance their online presence with their role as an employee / board member of the organisation.
5. The Resources Committee discussed the paper and made the following comments:
- a) Board members commended the policy noting it navigates difficult areas which are constantly developing and changing, giving good framework to deal with challenges being faced.
 - b) Deputy CEO and Director of Corporate Services noted the standards commission has been reviewing Board Members' digital profiles along with the code of conduct and social media interactions, highlighting the aspiration to create a document that applied to Board Members and staff and questioned if a separate policy would work better. Board Members agreed that there should be a universal policy across both Board Members and staff.
 - c) Discussions were had around misuse, sharing and copyrights of webcasts as this has been discussed within the Moray Council. Deputy CEO and Director of Corporate Services asked for the monitoring officer from Moray Council to share their guidance on this to allow it to be reviewed from a standards perspective by the Park Authority.
 - d) A Board Member questioned staff's views on the policy noting there are legal challenges of whether employers can implement these restrictions. Digital



Communications Manager noted this will go to the next Staff Consultative Forum (SCF) meeting to discuss and get further feedback. Head of Organisational Development noted if they were challenged, they would seek legal advice as this is a new policy.

- e) Board Members asked if there was scope or value for training available for staff and Board members alike. Digital Communications Manager and Head of Organisation Development agreed that this would be critical training as this is a very important area supporting a wide demographic of staff and Board Members. It was also raised that Board members have multiple jobs "wearing many hats" and struggle on how to tackle social media while maintaining good relationships, therefore specific training in this area would be arranged. The Board Convener endorsed the training and officers agreed. The Deputy CEO and Director of Corporate Services cautioned that while members may have a number of different roles, they should always be aware that they cannot control which role they are perceived to have by someone looking at any activity on social media. As a board member of the Park Authority, they may perceive to be acting as such irrespective of their intention.
- f) Discussions were had around creating more relatable content on social media to explain what Park Authority employees do each day. Digital Communications Manager agreed and noted that there will be a social media post going out this week sharing what Rangers do and more content like this will follow.
- g) Questions were raised if there were other similar sized organisations who have similar policies in place. Digital Communications Manager noted there had been a review carried out across the sector and found the Park Authority seem to be ahead in reviewing and modernising their policy resulting in other organisations reaching out to bring their policies in line with the Park Authority.
- h) A Board Member raised the question relating to private WhatsApp groups discussing Park Authority related issues or business and if this policy would be related. The CEO noted that this policy does not apply to this however there is a Freedom of Information (FOI) policy in place which relates to information on WhatsApp. This will be promoted to Board Members to highlight what work is being done around this area.



6. The Resources Committee noted the paper.
7. Action point arising
 - i. Staff and Board Member training on navigating social media while adhering to the policy.
 - ii. Monitoring officer from Moray Council to share their guidance on misuse, sharing and copy rights of webcasts with Deputy CEO and Director of Corporate Services.
 - iii. Share FOI policy with Board members to highlight the work being done in this area.

Budget Monitoring (Paper 1)

8. Louise Allen, Head of Finance and Corporate Operations presented the paper which set out an overview of the Park Authority's budget management position at the end of December - month 9 of the 2024/25 financial year.
9. The Resources Committee discussed the paper and made the following comments:
 - a) A board member questioned if the savings from staff vacancies and recruitment delays could be used to reward current staff. CEO noted that the Park Authority is still under budget restrictions until the end of March, however, is hopeful to reorganise the staff and board gathering in the summer, following the previous cancellation. It was highlighted that owing to the pay policy, there was no scope to reward staff in a financial way.
 - b) Deputy CEO and Director of Corporate services commented that the HR team are currently working on a project relating to staff reward and recognition and once further along in the process, this will be brought to the Resources Committee.
10. The Resources Committee agreed to the recommendations to:
 - a) Consider the budget management position for 2024/25.
11. Action point arising
 - i. Return to committee the new policy on staff recognition and reward once available.



Development of 2025/26 budget (Paper 2)

12. Louise Allen, Head of Finance and Corporate Operations presented the paper which sets out the current position of the Park Authority's 2025/26 financial year budget development. It provides the Committee with the opportunity to consider the overall budget position together with the impact of any key assumptions made in establishing budget estimates at this point in the 2025/26 budget development process.
13. The Resources Committee discussed the paper and made the following comments:
 - a) CEO highlighted that the budget has changed positively for the Park Authority, noting the budget from Transport Scotland has been reapproved meaning the design funding for Active Travel will be able to proceed. This leads to assessing the budget to consider in what areas funds could potentially be reallocated. Currently considering the Climate Adaptation Fund, Peatland resources and Visitor Infrastructure Improvement. An update on the Nature Restoration fund will be available at the end of February and will be brought to the Board in March.
 - b) Discussions were had around the potential funding from National Insurance Contributions; however, it was noted these are ongoing discussions with Scottish Government and UK Government and if funds were to come from this area, it would not greatly impact the Park Authority.
 - c) A Board Member questioned if there was active engagement with Local Authorities in relation to the tourism levy. CEO confirmed there was lots of consultation with Highland Council as they are currently the most advanced, noting this will come to the Formal Board in March.
 - d) A Board Member requested an informal session for Board members to understand the budget process and risk modelling more fully. Head of Finance and Corporate Operations agreed to holding a training session for board members.
14. The Resources Committee agreed to the recommendations:
 - a) The Resources Committee is invited to review the position achieved in development of the 2025/26 financial year budget and provide any feedback to officers prior to the presentation of the budget proposals to the full board in March 2025.



15. Action point arising

- i. Arrange for a budget monitoring information session with board members.

Health and Safety Committee minutes (Paper 4)

16. Kate Christie, Head of Organisational Development presented the paper and noted that this is a standard item that comes to the Committee to provide oversight of the meeting and of Health and Safety matters generally.

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

- a) A question was raised regarding the driving at work training and what was involved, asking if skills such as changing tyres were included. Head of Organisational Development noted there was different types of training for different roles. It was explained that changing tyres was not included in training as staff would follow protocol and call services for assistance.
- b) A question was raised regarding the tick information being circulated with staff seasonally, noting that with changing seasons and warm winters the timing of circulation of this guidance may need to vary. Head of Organisational Development highlighted that this information is available and accessible to all staff all year round on the intranet, however a reminder is shared in March. All new staff complete a form relating to their role and if PPE is required and this is updated annually for any additional requirements.
- c) A Board Member questioned at what point of the recruitment process is the Driver and Vehicle Licensing Agency (DVLA) certificate requested from candidates. Head of Organisational Development noted that the Park Authority do not carry out mandatory health checks. The biggest risk staff undertake is driving, therefore an annual DVLA check is required, if a staff member had a condition, they would have to notify the DVLA of this. This process starts after a candidate has been appointed as part of their onboarding process and will only be allowed to use a car if this has been provided.

18. The Resources Committee noted the paper.

19. Action point arising: None.



Staff Consultative Forum minutes (Paper 5)

20. Kate Christie, Head of Organisational Development, introduced this paper and noted that this is a standard item that comes to the Committee to provide oversight of the meeting and of Staff Consultative Forum matters generally.
21. The Resources Committee discussed the paper and made the following comments:
 - a) Board Members praised the endometriosis policy being in place, noting how difficult a condition it is. Head of Organisational Development commented that the policy was developed from the bottom up, coming from staff who have lived experience with this condition.
 - b) A question was raised regarding an action point relating to credit union, if this was requested from staff and if this is a structure to be looked at as a park-wide facility. Deputy CEO and Director of Corporate Services noted that this action was a staff suggestion but has not progressed yet. However, work will be carried out to identify and engage with credit unions to investigate if this can be offered to staff and park-wide. Board Member, Jackie Brierton offered support to Deputy CEO and Director of Corporate Services to investigate this as an option.
22. The Resources Committee noted the paper.
23. Action point arising
 - i. Deputy CEO and Director of Corporate Services and Jackie Brierton to investigate the possibility of Credit Unions for staff and park-wide.

Resources Committee annual report (Paper 6)

24. Mariaan Pita presented the paper which presents the annual report of the Resources Committees to members for comment prior to circulation to the full board.
25. The Resources Committee agreed to the recommendations:
 - a) Consider the draft annual report of the Resources Committee.
 - b) Agree any amendments to the draft prior to circulation to the full board.
26. Action point arising: None.



AOCB

27. None.

Date of next meeting

28. The meeting ended at 10.18am

29. The next meeting will take place on 16 May 2025

Motion for confidential session to be set out will be to protect confidentiality of staff pay and conditions proposals prior to forma negotiations.

Resources Committee action points:

Actions from today's meeting:	
Paper 3 <ul style="list-style-type: none">i. Staff and Board Member training on navigating social media while adhering to the policy.ii. Monitoring officer from Moray Council to share their guidance on misuse, sharing and copy rights of webcasts with Deputy CEO and Director of Corporate Services.iii. Share FOI policy with Board members to highlight the work being done in this area.	
Paper 1 <ul style="list-style-type: none">i. Return to committee the new policy on staff recognition and reward once available.	
Paper 2 <ul style="list-style-type: none">i. Arrange for a budget monitoring information session with board members.	Session has been arranged for 08 May. This has been offered to all interested Board Members.
Paper 5 <ul style="list-style-type: none">i. Deputy CEO and Director of Corporate Services and Jackie Brierton to Investigate the possibility of Credit Unions for staff and park wide.	



Minutes of the Performance Committee meeting

Held online

14 March 2025 at 01.30pm

Present online

Kenny Deans (Chair)

Steve Micklewright (Deputy Chair)

Sandy Bremner

Eleanor Mackintosh

Chris Beattie

John Kirk

Ann Ross

In attendance

Grant Moir, Chief Executive Officer

David Cameron, Deputy Chief Executive Officer and Director of Corporate Services

Andy Ford, Director of Nature and Climate Change

Gavin Miles, Director of Planning and Place

Colin McClean Head of Land Management

David Clyne, Head of Cairngorms 2030

Alan Smith, Outdoor Learning and Engagement Manager

Karen Johnstone, Clerk to the Board

Apologies

None

Welcome and introduction

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



Approval of minutes of previous meetings

2. The draft minutes of the previous meeting held on 13 December 2024 were approved with the requests of the amendment to change the reference to the bus stop to Newtonmore, not Kingussie at 10c.

Matters arising not covered elsewhere

3. There were not matters arising.

ACTION	Status
Action points arising from previous meeting	
13 December 2024	
Cairngorms 2030 programme update quarter 3 2024 (July – September) (Paper 1) At para 8 i. Azets report when finalised to be brought to a future meeting of the performance committee for information.	Open
Cairngorms 2030 transport theme overview (Paper 2) At para 12 i. Unreliability of buses and provision of cycle friendly buses to be raised with bus providers as part of the project.	Closed
Bringing beavers back project (Paper 3) At para 16 i. Head of Conservation to share monthly updates provided to landowners with Board Members at their request.	Closed
AOCB At para 26 i. Paper on youth action to complement a paper on community local led development to be scheduled for September 2025. ii. Ranger service update to be incorporated into the Active Cairngorms action plan paper.	Closed – covered March 25 Open



Declarations of interest

4. There were no declarations of interest.

01.36pm John Kirk joined the meeting

Cairngorms Trust and Community Led Local Development Update (Paper 6)

5. David Cameron, Deputy CEO and Director of Corporate Services introduced the paper which presents an update on the work of the Cairngorms Local Action Group Trust ('the Cairngorms Trust') and the collective work of the Cairngorms Trust and the Park Authority in Community Led Local Development (CLLD) activity.
6. The Performance Committee discussed the paper and made the following comments and observations:
 - a) A board member sought clarity on the CLLD budgets. Deputy CEO and Director of Corporate Services stated that CLLD was previously covered by LEADER programmes until 2022, and Scottish Government (SG) continue to provide budget across annualised allocations. It was noted that SG have different criteria to meet each year and there are one-year allocations which will be primarily of capital nature.
 - b) Board Members expressed their disappointment that funding from SG would be purely capital for 2025/26, noting that projects are looking for more than just capital. Deputy CEO and Director of Corporate Operations agreed this was limiting, noting these comments have been shared with SG officials.
 - c) Discussions were had around lead in times and how these will be affected for capital funding for Trust and community projects, questioning if lead in times can be started earlier. Deputy CEO and Director of Corporate Operations clarified that the Park Authority and the Trust have started to advertise that funds will be available a month ago, noting there are promotions on both websites for expressions of interest, and to encourage people to come forward with ideas, therefore allowing work with communities to start developing those ideas. Lead time starts in February instead of March / April to allow applicants more time.
 - d) Chris Beattie offered to put Deputy CEO and Director of Corporate Operations in contact with officers from Angus Councils, to offer support with voluntary



giving. Deputy CEO and Director of Corporate Operations agreed this would be helpful suggesting they could attend working group meetings or discussions.

7. The Performance Committee noted the paper and agreed to the recommendations:
 - a) Whether the programmes of activity are making the expected contribution to the Cairngorms National Park Authority's agreed strategic outcomes.
 - b) Whether the delivery updates suggest any strategically significant impacts on the Cairngorms National Park Authority's agreed performance objectives.
 - c) Whether any material impacts on the Cairngorms National Park Authority's strategic risk management and mitigation measures arise from assessment of programme delivery.
8. Action Points Arising: None

Cairngorms National Park venison subsidy scheme 2024/25 (Paper 1)

9. Colin McClean, Head of Land Management introduced the paper which presents an update on the delivery of the Park Authority's venison subsidy scheme.
10. The Performance Committee discussed the paper and made the following comments and observations:
 - a) CEO gave further context around deer, noting that Cairngorms National Park has had a higher take up than other trial areas however, this is a learning experience, and the Park Authority will share learning with other areas as looking to year two of the schemes. It was noted that projects such as this can take two or three years for results to filter through therefore this will be re-evaluated again in the future, making the necessary tweaks to make it better, even though it is proving promising. Board Members agreed and were happy that changes are able to be made to allow more success, encouraging more land managers to come onboard.
 - b) A board member requested an update on the deer larders in Highland Perthshire regarding how this began and where the funding was sourced from. Head of Land Management explained it began with a consultation with landowners experiencing agricultural damage and large amounts of deer but unable to cull due to no larder facilities, therefore the idea of community larders was introduced. The programme is funded by Cairngorms 2030 with



National Lottery Heritage Funding (NLHF). It was noted that a portion of the cull goes to foodbanks, from Blairgowrie to Edinburgh and other portion goes to school dinner programmes in Perth and Kinross, Strathspey, Speyside, Aberdeenshire and Angus, and Highland Council are now interested to be involved as well. There has been a lot of positive media responses from this project so far.

11. The Performance Committee noted the paper and agreed to the recommendations:
 - a) Note the progress of the venison subsidy scheme.
12. Action Points Arising: None

Cairngorms 2030 programme update, quarter four 2024 (October – December) (Paper 2)

13. David Clyne, Head of Cairngorms 2030 introduced the paper which presents the status of programme and risk management, based on information in project reports for the period from October to December 2024, and updated where appropriate to reflect current position as at the time of writing, and the planned work to end March 2025.
14. The Performance Committee discussed the paper and made the following comments and observations:
 - a) A board member asked for future reports to answer the questions of what change is happening and what difference is this making to people's lives. Head of Cairngorms 2030 (C2030) noted the paper already includes details of delivery impact (such as the deer larder project) and that the five-year monitoring and evaluation, will track and report on overall programme impact. The reports will be shared with the Performance Committee on annual basis.
 - b) Clarity was sought regarding training volunteers and how this works. Outdoor Learning and Engagement Manager noted that the C2030 team works with volunteers to identify further volunteering opportunities and provide training required to allow them to carry out their project. An example was given for a key project currently underway; bike bus in Badenoch and Strathspey, volunteer training is available to provide riding skills and keeping children safe



on the roads. As new opportunities are available, these are shared with volunteers to help improve projects.

- c) A board member questioned what work is being carried out on the Spey and Dee through C2030. Director of Nature and Climate Change responded there are a number of projects involving the Spey and Dee; restoration of River Quoich, Braemar, River Dulain at Sluggan, and exploring further opportunities on the Esk.

- 15. The Performance Committee noted the paper and agreed to the recommendations:
 - a) Note progress to date and future plans for C2030 delivery
 - b) Note specific points of C2030 delivery risk
 - c) Highlight any issues arising that members may feel need specific consideration by staff from a strategic and board perspective.

- 16. Action Points Arising: None.

Cairngorms 2030: Health and Wellbeing (Paper 3)

- 17. Alan Smith, Outdoor Learning and Engagement Manager and David Clyne, Head of Cairngorms 2030 introduced the paper which presents an update on the progress made against the objectives of the Public Health and the Outdoors and Outdoor Dementia Resource Centre projects, part of the Health and Wellbeing Theme in the Cairngorms 2030 Programme.
- 18. The Performance Committee discussed the paper and made the following comments and observations:
 - a) A board member questioned the number of incomplete referrals. Outdoor Learning and Engagement Manager noted these were from people who either do not show up or respond. It showed the importance of more hours being vital, to allow staff more time to follow up and overcome these difficulties, while also judging the number of times to contact a person before marking is unresponsive. It was highlighted that all unresponsive people will be reported back to where their original referral comes from.
 - b) Discussions were had around how sustainable some of the C2030 projects would be in the long term and if they would be manageable for others to take on. Outdoor Learning and Engagement Manager noted this was a core part of



the National Park work, and the aim is to make them routine and manageable work for core staff throughout the National Park to continue.

- c) Discussions were had around the fact this was a fantastic initiative. However, questions were raised if this was up to the Park Authority to be responsible for. Outdoor Learning and Engagement Manager noted our responsibility was to use the NLHF funding to pioneer new projects that key partner organisations have wanted to trial, take onboard the Park Authority's results, findings and learnings and move forward, integrating this into their core services.
- d) Discussions were had around current budget limitations and if this is part of the Park Authority's core budget. CEO highlighted that over the next four years, funding does not come out of the Park Authority's core budget as it comes through the C2030 from the NLHF. It was noted the idea of C2030 was to trial new initiatives to see how they improve the National Park and to make it sustainable for organisations such as NHS to pick these up and roll them out to other areas in Scotland as well as the National Park.
- e) Head of Cairngorms 2030 noted that due to the pioneering work carried out in the National Park, a new outdoor dementia centre has opened up in Edinburgh.

19. The Performance Committee noted the paper and agreed to the recommendations:
- a) Note progress to date and future plans for C2030 delivery
 - b) Note specific points of C2030 delivery risk
 - c) Highlight any issues arising that members may feel need specific consideration by staff from a strategic and board perspective.

20. Action Points Arising: None.

Cairngorms Peatland ACTION Programme (Paper 4)

21. Colin McClean, Head of Land Management introduced the paper which updates on the delivery of the Park Authority's Peatland ACTION programme in 2024/25 and presents early-stage plans for the 2025/26 pipeline of activity.
22. The Performance Committee discussed the paper and made the following comments and observations:



- a) Discussions were had around the additional budget, Board Members agreed it was a good idea to use the additional money to plan for three to four years ahead. Questions were raised if there was scope to use the money towards training or recruitment for local contractors. Head of Land Management commented that the amount of contractors have now increased; a mix of local and larger civil firms. It was noted that there was a new entrant scheme this year. The increase in the peatland budget across Scotland will mean there is more work for contractors, and this may test contractor capacity in 2025/26.
- b) CEO highlighted that the Peatland team in the Cairngorms have a good national reputation, receiving good feedback from the Director of SG, as well as others. It was noted that over the next few years, the peatland work will become trickier as sites become remoter etc. The Park Authority cannot financially do all the work and must be realistic on what can be achieved. Board Members agreed the work carried out has been of a high quality by the Peatland team and praised their work.

23. The Performance Committee noted the paper and agreed to the recommendations:
- a) Note progress against programme targets for 2024/25
 - b) Note the plans for 2025/26

24. Action Points Arising: None.

Laggan Hydrology project update (Paper 5)

25. Andy Ford, Director of Nature and Climate Change introduced the paper which updates the Performance Committee on the delivery of the Laggan hydrology engagement event as a component of delivery of the Spey Catchment Management Plan. The paper is presented at the request of the Committee Chair, as an aspect of the board's role in scrutiny of project delivery where this may have wider impacts on strategic risk management and reputational damage.
26. The Performance Committee discussed the paper and made the following comments and observations:
- a) Discussions were had around the previous Laggan hydrology engagement event and an overview was shared to update Committee Members. It was explained that a report was commissioned and funded by the Park Authority



to gather the evidence to allow the Spey Catchment Initiative to deliver the Spey Catchment Management Plan and liaise with landowners on the results.

- b) Further discussions were had to understand the reasons behind why some land managers were disappointed with the report. It was discussed that this was due to a perceived lack of communication with landowners by the Spey Catchment Initiative and there not being sufficient oversight by the Park Authority's Senior Management Team ahead of the results being presented publicly.
- c) Director of Nature and Climate Change agreed these were valid points that have been reflected in the paper and going forward, following the recommendations in the paper, there will be a change at operational levels to ensure reports are being reviewed by Senior Management Teams before being issued.
- d) Discussions were had around previous reports that might be relevant to the overall work of the Spey Catchment Initiative. John Kirk offered to share the 1990 Cuthbert Highland report. Director of Nature and Climate Change offered to share this with the Spey Catchment Initiative.
- e) A Board Member questioned if there was any opportunity to clawback money from the authors of the report. Director of Nature and Climate Change explained that this would be unlikely due to the contract being finished and the report being signed off. It was noted that the Park Authority will make improvements to its process for the future.

27. The Performance Committee noted the paper and agreed to the recommendations:

- a) Note the update on the project
- b) Consider whether there are any significant risk implications arising from project delivery to date.

28. Action Points Arising: None

AOCB

29. None

Date of Next Meeting

30. The date of the next meeting is 13 June 2025 in person.



31. The meeting concluded at 02.58pm

ACTION	Status
Action points arising from previous meetings	
13 December 2024	
Cairngorms 2030 programme update quarter 3 2024 (July – September) (Paper 1) At para 8 i. Azets report when finalised to be brought to a future meeting of the performance committee for information.	Open
AOCB At para 26 ii. Ranger service update to be incorporated into the Active Cairngorms action plan paper.	Open
Action points arising from today's meeting	
14 March 2025	
None	