

BBNPA - Board Assurance Framework 2019/20				Risk			Controls			Assurances			Actions/Status		
Corporate Objective	Main Risks	Lead Officer	Topic	Key Controls and Systems	Strength of Controls	Gaps or weaknesses in controls and systems	Positive assurance on controls (evidence of effectiveness)	Strength of assurance	Gaps in assurance (weak evidence)	Link to risk register	Action plan to resolve gaps and weaknesses	Overall status	Comments and Updates		
Heritage															
<p>Conserve and enhance the cultural heritage of the Park's communities including the use of the Welsh Language; Built Heritage and the Historic Environment.</p>	<p>Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service</p>	<p>Tracy Nettleton</p>	Plans	LDP, Heritage Strategy	GREEN	Capacity and political pressure	Statutory and subject to rigorous strategy	GREEN	Staff capacity	Staff and Finance	Resource effectively	GREEN			
			Meetings	PMT, KWAG	GREEN	Managing expectations of Member Champions at KWAG's	Monitoring and review of agenda's	AMBER	Staff capacity	Staff and Finance	Training for member champions and Chairs of Policy Forum	GREEN			
			Policies/ Guidance	PPW, TANS, LDP, SPGs	GREEN	Failure to keep updated	3 Park consultations, POSW, Statagic partnership groups	GREEN	Conflicting priorities and evidence	Staff and Finance	Clear organisational objectives and participation	GREEN			
			Contracts/ Partnerships	DPAT, CPAT, Idox	AMBER	Other priorities of partners	Review of MoU's	AMBER	Conflicting priorities and evidence	Staff and Finance	Periodic review of effective operation	AMBER			
			Finance	Budget monitoring	GREEN	Sufficient measures in place	Overview by Finance Manager and Auditors	GREEN	Lack of funding	Staff and Finance	Prioritisation and improved collaboration	GREEN			
			Quality	AMR, APR, WGQS	GREEN	Nuances of a small authority can be missed. Consistent and timely data entry.	Review and compare. Regular briefing from managers	AMBER	Capacity and competing priorities	Staff and Finance	Training and review	GREEN			
			Capacity/ Capability	PMT, MT	GREEN	Staff change	Generic job descriptions and management	AMBER	Competing priorities. Budget cuts	Staff and Finance	Training and review, organisational prioritisation	AMBER			
			Governance	PAROW, ASC, PINS	GREEN	Subject to political influence	Monitoring Officer	GREEN	Officers have limited control	Staff and Finance	Member training and organisational prioritisation	GREEN			

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Landscape and Biodiversity													
Develop and deliver a Nature Recovery Action Plan - 'A Future with Nature at its Heart' to restore wildlife and habitats and build a network of resilient and better connected ecosystems within	Resource allocation and response by LNP stakeholders; slow or insufficient response to the climate emergency and collapse of the natural world	Paul Sinnadurai	Plans	NRAP	GREEN	Future status and capabilities of key stakeholders	NRAP includes a survey and monitoring objective, the implementation of which will provide this assurance. Until then, only the staff and stakeholder commitment provides this.	AMBER	Largest source of information are BIS datasets. Large gaps therein; ERAMMP will be at a higher level; needs a specific survey and monitoring programme for BBNP.	Staff and finance	Resource and implement NRAP objectives	GREEN	
			Meetings	SDT, SLG, KWA WG, Policy Forum	GREEN	LNP meetings are held as and when required; NRAP launch event planned for July 2019.	Critical success factor will be the extent to which LNP stakeholders commit to leading work on the NRAP within the BBNP.	AMBER	Strength of LNP relies on the strength and range of LNP stakeholders, and their willingness and capacity to contribute directly, and to lead.	Staff and finance	Support and encourage LNP stakeholder boards and governors	GREEN	
			Policies/Guidance		GREEN	Legislation strong; WG legislative intentions strong; easy read across to strong policy; but policies not yet in place.	Statutory duty to deliver SMNR objective and to report on how we have conserved and enhanced biodiversity and delivered resilience of ecosystems; first report due 2019.	AMBER	Gaps will be revealed by the first 2019 report. Likely to reflect the heavy focus on four focal areas rather than where, ecologically, are the best areas on the BBNP to engage.	Staff and finance	Pending 2019 report on S6 duty	GREEN	
			Contracts/Partnerships	BMLUP	AMBER	Initial struggle as BMLUP found its feet. BMLUP is heavily reliant on disproportionate input by BBNPA. BBNPA plays a lead role for LNP. Needs more input from other stakeholders.	For BMLUP, SMS Scheme Management Unit, now within the RPA, provides this assurance. Whilst there is a small budget for NRAP implementation, just one contract let (Vital Signs ENRAW grant). Again, a critical success factor will be the extent of LNP stakeholder commitment...	AMBER	Partnerships seem to rely on cash; money talks! Little partnership work yet underway for NRAP.	Staff and finance	Pending Leadership Group recommendations to NPA	AMBER	
			Finance	A&SC, WAO, CIPFA	GREEN	BMLUP is RDP Wales funded; no guarantees beyond BREXIT and new March 2020 deadline set for all capital spend. Now past the real risks created by RPA Wales not paying a year's worth of invoices. Small NRAP budget from two WG unfunded pressures grants, a small INNS Project (WG unfunded pressures grant) and a Vital Signs development project (ENRAW).	These grants are all finite sources of funding; unless there's core funding, then NRAP implementation will remain dependent on external funding. So, a critical success factor for BBNPA might be the size of the core staff commitment.	AMBER	Will there be another RDP Wales? HLF is highly competitive; no guarantee of ongoing WG unfunded pressures. Need other financial instruments (trusts, land- and site-based trusts, CICs, CIOs etc.)	Staff and finance	Pending Leadership Group recommendations to NPA	GREEN	

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Landscape and Biodiversity													
the National Park			Quality	A&SC	GREEN	Ffynnon reporting; LG recommendations to Policy Forum will lead to a shift in emphasis, which has potential to affect this work +vely and - vely.	Quality means the level of ecosystem function, and function includes a wide range of factors, each of which require surveillance and monitoring or a surrogate method that gives key indicators; yet to be developed or implemented. We have provided ideas to the national ERAMMP project but this will need to be supplemented with a finer grained survey and monitoring programme explicitly for BBNP.	AMBER	Quality means the level of ecosystem function, and function includes a wide range of factors, each of which require surveillance and monitoring or a surrogate method that gives key indicators; yet to be developed or implemented. We have provided ideas to the national ERAMMP project but this will need to be supplemented with a finer grained survey and monitoring programme explicitly for BBNP.	Staff and finance	Needs a survey, surveillance and monitoring programme; Vital Signs development project will, if the fully funded proposal wins funding, address particular species- and habitat-level gaps, and achieve greater involvement by local people. But there remains a need for a deeper understanding of ecosystem function and status.	GREEN	
			Capacity/ Capability	SLG, SDT	AMBER	LG recommendations to Policy Forum will lead to a shift in emphasis, which has potential to affect this work +vely and - vely.	Success will show up in the range of projects underway and the levels of practical engagement by BBNPA staff, LNP stakeholders and people living and working in BBNP.	AMBER	Yet to measure the collective (LNP) financial and staff cost to achieve a realistic NRAP implementation over a set period, e.g., 5, 10 years, 20 years etc.	Staff and finance	Pending Leadership Group recommendations to NPA	AMBER	
			Governance	A&SC	AMBER	Partnership governance is reasonably strong but also relies heavily on BBNPA input; needs a full time Project Mgr. LG recommendations to Policy Forum will lead to a shift in emphasis, which has potential to affect this work +vely and - vely.	Critical success factor will be the extent to which LNP stakeholders commit to leading work on the NRAP within the BBNP.	AMBER	High level commitment, prioritising nature recovery required, in response to climate emergency and nature's collapse emergency.	Staff and finance	Support and encourage LNP stakeholder boards and governors	AMBER	

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Resilient Communities - Objective 1													
Enable a diverse cross section of society to gain health and wellbeing benefits from the National Park	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service	Clare Parsons	Plans	Strategic Equality Plan,HWB Position statement,	GREEN	capacity	Joint SEP with other public sector going forward	GREEN	Joint SEP with other public sector going forward		Pending Leadership Group recommendations to NPA	GREEN	
			Meetings	SDT, KWAWG, SLG	GREEN	reliant on external stakeholders	good level of participation to date across all sectors	GREEN	Competing priorities for partners		Pending Leadership Group recommendations to NPA	GREEN	
			Policies/ Guidance		GREEN	Strong but widely interpreted legislation (WFG Act), Child Poverty Duty		AMBER			Pending Leadership Group recommendations to NPA	AMBER	
			Contracts/ Partnerships	project partnerships	AMBER	reliant on external stakeholders	good level of participation to date across all sectors	GREEN	staff capacity (time) to engage & liaise with e partners		Pending Leadership Group recommendations to NPA	AMBER	
			Finance	Budget monitoring	RED	Reliant mostly on external funding & limited staff time to secure	Overview by Finance Manager and Auditors	AMBER	No guarantee of ongoing external funding		Pending Leadership Group recommendations to NPA	AMBER	
			Quality	ASC	GREEN	delivery through short term projects limits potential benefits	evaluations & independent evaluation of impact eg. by Cardiff Uni	GREEN	temporary staff reducing core staff reduces cover & puts project delivery & commitment to funders at risk		Pending Leadership Group recommendations to NPA	AMBER	
			Capacity/ Capability	SLG/SDT	AMBER	delivery through short term project & some temporary staff	currently some capacity for cover in event of project staff absence or leaving	AMBER			Pending Leadership Group recommendations to NPA	AMBER	
			Governance	ASC	GREEN	Reliant on external partners participation in project steering	Good participation to date	AMBER	Competing priorities for partners		Pending Leadership Group recommendations to NPA	AMBER	
Resilient Communities - Objective 2													
Collaborate to identify key challenges and progress innovative solutions for	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions	Clare Parsons	Plans	NPMP,Corp Plan	AMBER	Needs up to date plan for Econ & social wellbeing	Annual SDF report, SD team report,Corp Plan	AMBER	staff capacity(time)		Economic and social wellbeing strategy to be produced in 2019/20	AMBER	
			Meetings	SDT, KWAWG, SLG, SDF	GREEN	Reliant on external stakeholder engagement	To date stakeholder engagement for place plans, project proposals, funding leverage & delivery has been good	AMBER	To be seen if revised priorities will attract same level of stakeholder commitment			AMBER	
			Policies/ Guidance	SLG/SDT	AMBER	Strong but widely interpreted legislation (WFG Act)	Reporting in Corporate plan	AMBER	level of detail in Corp plan		Economic and social wellbeing strategy to be produced in 2019/20	AMBER	
			Contracts/ Partnerships	SLG/SDT	GREEN	Reliant on external stakeholder engagement inc. Place Plan groups	Overview by SD Manager	GREEN	Capacity and competing priorities		Pending Leadership Group recommendations to NPA	GREEN	

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sustainable living in the National Park	Potential resourcing impacting on our ability to deliver a quality service		Finance	Budget monitoring	GREEN	Reliant on SDF for financial leverage & influence/NPA stake	Overview by Finance Manager and Auditors	AMBER	ongoing funding uncertainty		Pending Leadership Group recommendations to NPA	AMBER	
			Quality	ASC	GREEN	Wide ranging initiatives & delivery partners	Manager review & discussion	GREEN	Capacity and competing priorities		Pending Leadership Group recommendations to NPA	GREEN	
			Capacity/ Capability	SLG/SDT	GREEN	Potential change in emphasis	Currently good capacity & capability in core staffing	GREEN	Competing priorities. Budget cuts		Pending Leadership Group recommendations to NPA	GREEN	
			Governance	ASC, SDF	GREEN	Reliant on external SDF panel time contribution & Place plan groups	To date high level of commitment	GREEN	Changes in priority may dissuade involvement		Engagement with stakeholders	GREEN	

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Sustainable Economic Development															
Work with key partner organisations to promote and support sustainable income generating opportunities in the National Park while preserving the special natural and cultural qualities of the NP	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service	Clare Parsons	Plans	Sustainable Tourism strategy	AMBER	Needs up to date plan for Econ & social wellbeing	Annual reporting	AMBER	staff capacity(time)		Economic and social wellbeing strategy to be produced in 2019/20	AMBER			
			Meetings	SDT, KWA WG, SLG,SDP, SDF	AMBER	Reliant on external stakeholder engagement	To date stakeholder engagement for SDP, projects, business training, place plans, project proposals, funding leverage & delivery has been good	AMBER	To be seen if revised priorities will attract same level of stakeholder commitment		Pending Leadership Group recommendations to NPA	AMBER			
			Policies/Guidance		AMBER	Strong but widely interpreted legislation (WFG Act)		AMBER	level of detail in Corp plan		Pending Leadership Group recommendations to NPA	AMBER			
			Contracts/Partnerships	SLG/SDT	AMBER	Reliant on external partners & stakeholder engagement	Overview by SD Manager & Tourism manager	AMBER	Capacity and competing priorities		Pending Leadership Group recommendations to NPA	AMBER			
			Finance	Budget monitoring	AMBER	Reliant on external funding (tourism & Vis management) SDF for financial leverage & influence/NPA stake	Overview by Finance Manager and Auditors	AMBER	ongoing funding uncertainty		Pending Leadership Group recommendations to NPA	AMBER			
			Quality	ASC	GREEN	Wide ranging initiatives & delivery partners	Manager review & discussion	GREEN	Capacity and competing priorities		Pending Leadership Group recommendations to NPA	GREEN			
			Capacity/Capability	SLG/SDT	GREEN	Potential change in emphasis	Currently good capacity & capability in core staffing	GREEN	Competing priorities. Budget cuts		Pending Leadership Group recommendations to NPA	GREEN			
			Governance	ASC	GREEN	Reliant on external partners eg for SDP,SDF		GREEN	Changes in priority may dissuade involvement		Engagement with stakeholders	GREEN			

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Organisation and Governance - objective 1													
The Authority is recognised for the quality of its decision-making and governance	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service	Julian Atkins	Plans	LDP, NPMP, Corporate Plan, other strategic documents. Integrated Assurance Framework.	AMBER	NPMP actions not fully completed.	NPMP action review. Annual Monitoring Report for LDP. Annual Report on Corporate Plan.	AMBER	Weaknesses in SoPR and evidence base.		Review of priorities and programmes. LDP2. NPMP 21-25. SoPR 2020.	AMBER	
			Meetings	CGT. CG&MDWG. Policy Forum. Standards Committee. Decision making framework.	GREEN	Some issues with KWA/PF and new corporate structure	Internal audit reports (two consecutive years of full assurance)	GREEN		02 - Members' adherence to code of conduct	Review of governance and management structures in autumn 2020	GREEN	
			Policies/ Guidance	Standing orders, scheme of delegation, financial regulations, policies and guidance notes	GREEN	Local resolution protocol and member/officer code of conduct need review	Internal audit reports (two consecutive years of full assurance)	GREEN			Monitoring Officer and CGMDWG overseeing review	GREEN	
			Contracts/ Partnerships	Welsh Government, WAO, Internal Audit, external legal advice, WLGA	GREEN		Annual Improvement Report, internal audit reports, annual governance statement	GREEN				GREEN	
			Finance	Financial Regulations, finance system architecture, authorisation limits, reporting to management and Audit and Scrutiny, budget management system, contract standing orders, anti-fraud measures, banking security measures and controls.	AMBER	Staff capacity, non-compliance with procedures, collusion is possible, reliance on integrity of staff. Loss of separation of duties due to size of organisation, lack of access to finance system when off-site, cover for absence	Internal and external audit, budget performance, accounts, systems operated by external providers are subject to their own audits - Carmarthenshire and Cardiff councils	GREEN	Line managers should actively review budgets of their team and challenge spending variances	see finance detailed risk register	all staff with financial responsibility to be given access to finance system when offsite. Line managers to incorporate budget review into PMR's where appropriate and document corrective actions agreed.	AMBER	
			Quality	Webcasting of all public committees. Advanced Charter for member development. Complaints handling process.	GREEN		Audit reports. Ombudsman. ICO.	GREEN				GREEN	
			Capacity/ Capability	Member induction and continuing development programme. CG&MDWG.	AMBER	Staffing resource vs remit and expectations. Impact of changes in membership.	Audit reports.	AMBER	Concerns with capacity and stress are anecdotal	19 - Corporate Capacity 13 - Lack of continuity of membership	Transformation programme. Stress survey.	AMBER	
			Governance	Audit and Scrutiny. Standards Committee.	GREEN		Audit reports	GREEN				GREEN	
Organisation and Governance - Objective 2													
			Plans	Draft communication strategy	RED	No existing strategy or action plan.	Social media monitoring.	RED	Assessment of uptake, reach, awareness levels.			RED	
			Meetings	CG&MDWG. Webcasting of all public committees.	AMBER	Webcasting system underutilised for other meetings	Stats on webcasting and website usage.	AMBER	Stats not regularly reviewed, no targets.			AMBER	

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To improve the way we communicate our work	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service	Julian Atkins	Policies/ Guidance	Draft publicity protocol. Guidance on use of social media. Social media trianing for members.	AMBER		Internal audit. Peer review. WLGA.	AMBER	Not reported on recently.			AMBER			
			Contracts/ Partnerships	Welsh language translation framework. SD partnership. Destination partnership. NP Partnership.	AMBER	NPW not sufficiently coordinated. NPUK not presenting coordinated messages.		AMBER					AMBER		
			Finance	Budget monitoring	GREEN			External audit.	GREEN					GREEN	
			Quality	Review and signoff of press releases.	AMBER	Lack of clear procedures. Previous KPIs no longer tracked.		Internal and external audit.	AMBER	Not reported on recently.		Publicity protocol.		AMBER	
			Capacity/ Capability	Dedicated staff resource with clear remits.	AMBER	Alignment across staff resource to common purpose		Internal and external audit.	AMBER	Not reported on recently.				AMBER	
			Governance	Agendas, minutes and recordings of webcasts accessible via website.	GREEN	Authority website requires renewal		Internal and external audit.	GREEN					GREEN	
Organisation and Governance - Objective 3															
To improve the way we select, design, implement and evaluate projects	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service	Steve Gray	Plans	NPMP, CP, Change Programme	AMBER	Future priorities will emerge from change programme and need to be reflected in key plans & project development process.	Fewer projects within future plans aligned to clear priorities	GREEN	(statement of intent as work in progress)		See change programme	AMBER			
			Meetings	SDT for delivery projects CGT for corporate projects	AMBER	New proposal development process launched 1/5/19 so still bedding in	Checks built into new proposal process prior to funding bids submitted.	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
			Policies/ Guidance	New proposal development guidelines, template & process	AMBER	Launched on 1/5/19 so need to assess whether new guidelines being followed	Checks at SDT & CGT on new proposals	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
			Contracts/ Partnerships	Contract approval levels (£) within new proposal development process	AMBER	Launched on 1/5/19 so need to assess whether new guidelines being followed	Checks at SDT & CGT on new proposals	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
			Finance	Involvement of finance in proposal development included in new process	AMBER	Relies on capacity of finance to review proposal budgets & comments	Checks at SDT & CGT on new proposals	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
			Quality	Development of new impact framework & KPIs included in change programmes	AMBER	Framework and future KPIs still to be developed	Clear KPIs for all work programmes and projects	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
			Capacity/ Capability	New staff communication channels to reconfirm proposal development & project evaluation processes	AMBER	New process requires repeated messages and confirmation. Digital workspace not yet in place.	SMF, feedback at staff briefings, staff surveys	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
			Governance	CG&MDWG, Policy Forum, A&SC, KWAGs	AMBER	Governance arrangements to be reviewed in autumn, some sense that current arrangements are overly complex.	Internal and external audit. Member and staff feedback.	GREEN	(statement of intent as work in progress)		See change programme		AMBER		
Organisation and Governance - Objective 4															

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To define a programme for developing the Authority's public facing property assets to help the Authority tell the National Park stories in inspirational ways	Future budget constraints/ external funding opportunities / retention of staffing levels/ loss of skills Lack of interest in partners to participate in actions Potential resourcing impacting on our ability to deliver a quality service	Sunita Welch	Plans		<SELECT>			<SELECT>				<SELECT>			
			Meetings	SDT work programme.	AMBER		Reports written fro NPA. SDT action points recorded and enacted.	AMBER					<SELECT>		
			Policies/ Guidance		<SELECT>				<SELECT>					<SELECT>	
			Contracts/ Partnerships	Cooke and Arkwright report	GREEN				<SELECT>					<SELECT>	
			Finance	Budget to come form exisiting earmarked resources	AMBER	Approval needed from WG as to allocation.	Written communication via Finance manager	GREEN						<SELECT>	
			Quality		<SELECT>				<SELECT>					<SELECT>	
			Capacity/ Capability	SDT review if needed	AMBER	Staff capacity of lead officers	New Management Structure arrangements, positive shape of PET. New Management review in Autumn.	AMBER		Capacity risk in Corproate.	SLG/CGT/SDT review risks.			AMBER	
			Governanc e	Member working group appointed.	AMBER	Turnover in Members	Minutes taken	AMBER						<SELECT>	