

GOVERNANCE RESPONSIBILITY STATEMENT
EXECUTIVE SUMMARY

This Executive summary sets out an overview of the key principles of decision making within the Cairngorms NPA’s governance arrangements established by this document, with the intent that it creates a single page reference for users of this document.

Overview Principles of Decision Making With Cairngorms NPA Governance

(Ref para 22) Where any of the following criteria for Non-Executive responsibility is met, the suggestion is that decision making rests with a Board level process.

Non-Executive Board Responsibility	Executive Management Responsibility
Establishing or amending a long-term objective, outcome or performance measure of the organisation	Designing and implementing actions and investments to pursue existing policy and achieve outcomes / performance measures
Determining approaches which are unique or novel and may consequently bring the organisations profile as a whole into the spotlight.	Taking opportunities as they arise and on a risk managed basis to progress established strategic objectives
Decisions and investment which have the potential to significantly and adversely impact on the reputation of the Cairngorms NPA	Decisions and investment where risk management indicates that reputational risk consequences can and will be effectively mitigated
Decisions and investment which have the potential to create a significant and / or a long-term liability for the organisation (long-term being having financial impacts beyond the existing Corporate Plan period)	Decisions and investment within existing approved budget parameters
Decision and investment which have the potential to create a new strategic risk for the organisation or to escalate the significance of an existing strategic risk	Decisions and investment which can be taken within the existing strategic risk and opportunity management and risk appetite frameworks of the Authority
Decision and investment which have potential to impact on the overarching governance of the organisation	Decisions and investment which can be taken without governance impacts

Areas Appropriate To Board Scrutiny and Assurance

(Ref para 24)

Non-Executive Board Responsibility	Executive Management Responsibility
Consideration and assurance about what is to be delivered / achieved: the end point of decision or investment	Determination of how actions and investment is to be designed to best deliver agreed outcomes
Consideration of whether a project is delivering against agreed strategic outcomes / agreed performance indicators	Consideration, decision and review of how the project or activity is being managed, designed and delivered.

CAIRNGORMS NATIONAL PARK AUTHORITY **GOVERNANCE RESPONSIBILITY STATEMENT**

Explanatory Notes

Purpose of Paper

1. Board, senior officers and internal audit have all identified a requirement to set out a statement of the respective responsibilities for Executive Managers and Non-Executive Members in decision-making within Cairngorms NPA in order to establish a clear understanding of this element of the Authority's governance. This paper sets out a draft Governance Responsibility Statement for the Cairngorms National Park Authority which aims to support development of clarity and understanding of decision-making responsibilities within the Cairngorms NPA.

Objectives of Work

2. The Chartered Institute of Public Finance and Accountancy (CIPFA) defines governance as "the arrangements put in place to ensure that the intended outcomes for stakeholders are defined and achieved"¹. The work around developing a Governance Responsibility Statement seeks to identify those who have a role to play in development and delivery of good governance within the Cairngorms NPA and establish a clarity around the respective decision making responsibilities of those involved in governance.
3. As a Non-Departmental Public Body (NDPB) the Cairngorms NPA has over-arching governance arrangements unique to our sector and with significant variations from commercial, local authority and other public sector governance. The Framework Agreement between the Cairngorms NPA and Scottish Government is the key document in establishing the governance of the organisation. Crucially, in considering decision making responsibilities within the Cairngorms NPA, the Framework Agreement confirms a duality of accountability and responsibility for the decisions made by the organisation between the Convener, on behalf of the Non-Executive Board and its members, and the Chief Executive on behalf of the Executive Management Team.
4. The governance of the Cairngorms NPA is a collaborative process, in which the work and leadership of Non-Executive Board members is complemented by the work and leadership of the Executive Management and wider staff group. The objectives of establishing a Governance Responsibility Statement is to establish as much clarity as possible around the respective responsibilities of those involved in governance and decision making in order to provide an effective governance system, contribute to an effective control and assurance framework, and support a balanced dynamic in work of the Board and Executive team of the Authority.

¹ International Framework: Good Governance in the Public Sector; CIPFA; 2014

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper | Annex | 28th May 2021

5. The nature of the Cairngorms NPA's governance arrangements is such that it is impossible to eliminate the need for judgement in establishing the correct level of decision making in a number of aspects of our work. As such, it is not possible to set out pre-specified lines of delegated authority in all instances. This work on developing a Governance Responsibility Statement therefore also helps establish those aspects of decision making where some judgement remains as to appropriate decision making processes.
6. Through clarifying specific areas of Non-Executive and Executive decision making responsibility and establishing that judgement and overlap of responsibility will continue to some degree, this document aims to help establish a solid foundation for the governance of the Cairngorms NPA through clarity of understanding and mutual respect for relevant roles and responsibilities involved.
7. Overall, the aim of the work supported by this document is establishing governance arrangements appropriate to an NDPB which:
 - a) Support an effective executive / non-executive working relationship and partnership;
 - b) Provide clarity and understanding of respective responsibilities of key governance roles notably Convener, Chief Executive Officer, Deputy Convener, [Deputy Chief Executive], Board Members and members of the Senior Management Team (SMT) particularly where those members of the SMT have specific, delegated decision making responsibilities;
 - c) Establish a clear understanding over the decision making responsibilities of those parties involved in governance.
 - d) Recognise areas of overlap between governance roles; identify aspects of ongoing judgement which will be required in exercise of responsibility; and thus help develop and maintain collaborative, respectful team working underpinned by clearer understanding of roles, responsibilities and judgements;
 - e) Help embed mutual respect and understanding between all involved in aspects of strategic and organisational management;
 - f) Complement, support and embed the operation of other key governance policies and procedures (see section on key references) and notably the implementation of the [Framework Agreement], Code of Conduct, Scottish Public Finance Manual (SPFM), Business Continuity Plan and effective operation of Board and its Committee within their agreed remits.
 - g) Promote, support and embed organisational values throughout all aspects of the Cairngorms NPA's work through leadership from the most senior individuals responsible for governance.
8. The document is intended to act as a reference point for Board members and staff in considering where decisions should be taken within the Authority's governance processes. The document supports training of members on their role, adhering to the Cairngorms NPA Code of Conduct, and conducting the business and governance of the organisation as expected in overarching governance documents such as the Framework Agreement and Scottish Public Finance Manual (SPFM).
9. The document is expected to support embedding the culture and values of the Cairngorms NPA: an open, inclusive, innovative and professional organisation that

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

behaves with integrity. Good governance supported by this document is intended to support innovation and taking opportunities and not inhibit it. Innovation and flexibly, dynamically taking opportunities should continue to be a key element of the Cairngorms NPA's delivery ethos which has helped the organisation build a positive reputation. The Governance Responsibility Statement helps reinforce that such decisions to innovate and take opportunities should continue to be made and sets out the considerations to be taken into account when identifying where within our governance structures those decisions should be taken.

10. The Statement also supports, and in no way over-rides, the wider requirements of the Code of Conduct. In particular, this Statement in no way counters the requirement for collective responsibility following decisions of the Cairngorms NPA taken at any point within the governance framework. For example, points of "governance" cannot be used to reopen policy decisions already taken before those policy decisions are due under normal business processes to be reviewed and all members and staff must continue to support the implementation of agreed policy decisions.
11. The document will also support the format and content of Board papers, helping identify what information should be presented to Board and Committee meetings to support decisions and recommendations which are pitched at the correct level. Understanding the respective governance roles and responsibilities, and appropriate levels of decision making will also contribute to effective Board and Committee meetings, while the document will be an aid to members involved in Chairing and Convening those meetings.
12. Overall therefore the document is produced to support the effective functioning of the Cairngorms NPA through supporting governance by explicitly setting out roles and responsibilities in governance and assurance.

CAIRNGORMS NATIONAL PARK AUTHORITY
GOVERNANCE RESPONSIBILITY STATEMENT

1. The label of Governance Responsibility has been adopted for use in this discussion paper, as the CNPA is an NDPB with differing arrangements to other areas of the public sector.

Governance Responsibilities

2. The [Framework Agreement] is a key document setting out the governance responsibilities of key individuals, roles and groups within the Authority. Brief extracts of that document are set out here to give context of the key responsibilities of those with governance responsibilities which have a significant bearing on decision making responsibilities. The full narrative on responsibilities may be referred to within the [Framework Agreement] and supporting documentation such as the Code of Conduct and On Board guidance.

Scottish Ministers

3. The Scottish Ministers are ultimately accountable to the Scottish Parliament for the activities of the NDPB and its use of resources.

Sponsorship Unit

4. The Scottish Government Sponsorship Unit is the main point of contact for the Cairngorms NPA. The unit, under the direction of the Director/Deputy Director, is the primary source of advice to the Scottish Ministers on the discharge of their responsibilities in respect of the NDPB.
5. The Sponsorship Unit undertakes proportionate monitoring of the Cairngorms NPA activities, typically through liaison with the Executive Team and review of Board papers, on areas including performance, budgeting, control and risk management. The Unit also supports the appointment of Board members.
6. The Sponsorship Unit informs the Cairngorms NPA of relevant Scottish Government policy in a timely manner while escalating any identified issues within the Cairngorms NPA within Scottish Government officials and to the appropriate Minister if required. The Unit also makes key communications linkages into other areas of the Scottish Government's administration.

The Cairngorms NPA Board

7. The role of the Board is to provide leadership, direction, support and guidance to ensure the Authority delivers and is committed to delivering its functions effectively and efficiently and in accordance with the aims, policies and priorities of the Scottish Ministers. Key elements of these responsibilities of relevance to the development of this Governance Responsibility Statement are:
 - a) taking forward the strategic aims and objectives for the body agreed by the Scottish Ministers;

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

- b) determining the steps needed to deal with changes which are likely to impact on the strategic aims and objectives of the NDPB or on the attainability of its operational targets;
 - c) promoting the efficient, economic and effective use of staff and other resources by the NDPB consistent with the principles of Best Value;
 - d) ensuring that effective arrangements are in place to provide assurance on risk management (including in respect of personnel, physical and cyber risks/threats/hazards), governance and internal control;
 - e) ensuring that the board receives and reviews regular financial information concerning the management and performance of the NDPB and is informed in a timely manner about any concerns regarding the activities of the NDPB.
8. The Board must set up an audit committee chaired by a non-executive member to provide independent advice and assurance on the effectiveness of the internal control and risk management systems within the Authority.

The Convener

9. The Convener is accountable to the Scottish Ministers and, in common with any individual with responsibility for devolved functions, may also be held to account by the Scottish Parliament. Communications between the NDPB board and the Scottish Ministers should normally be through the Convener.
10. The Convener is responsible for ensuring that the NDPB's policies and actions support the Scottish Ministers' wider strategic policies and that its affairs are conducted with probity.
11. The Convener has a role in liaising with Scottish Ministers to identify any potential future changes in government policy direction and identify whether any potential changes in the Authority's strategic direction and / or risk management may be required. In such cases the Convener will work with the Chief Executive to develop appropriate items of business for the Board in order to determine the Authority's future approach to direction of policy change.
12. The Convener/Depute Convener have a particular leadership responsibility on the following matters:
- a) formulating the Board's strategy;
 - b) ensuring that the Board, in reaching decisions, takes proper account of guidance provided by the Scottish Ministers;
 - c) promoting the efficient and effective use of staff and other resources;
 - d) encouraging high standards of propriety and regularity;
 - e) representing the views of the Board to the general public.

Non-Executive Committees

13. The Board may establish Committees with delegated responsibilities to undertake aspects of Board decision making and assurance. Such Committees are agreed by the full Board with explicit terms of reference which set out their roles and areas of devolved responsibility. Committees complement the work of the full Board and

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

individual members by fulfilling delegated roles and in so doing provide a full governance and assurance framework. Committee Chairs and membership are agreed by the full Board and Committees report annually on their work to the full Board.

Non-Executive Board Members

14. Individual board members should act in accordance with the responsibilities of the board as a whole and comply at all times with the code of conduct adopted by the NDPB and with the rules relating to the use of public funds and to conflicts of interest. In this context “public funds” means not only any funds provided to the NDPB by the Scottish Ministers but also any other funds falling within the stewardship of the NDPB, including trading and investment income, gifts, bequests and donations.

Chief Executive and Accountable Officer

15. The Chief Executive Officer and Accountable Officer (CEO) is the board’s principal adviser on the discharge of its functions and is accountable to the board. The CEO’s role is to provide operational leadership to the NDPB and ensure that the board’s aims and objectives are met and the NDPB’s functions are delivered and targets met through effective and properly controlled executive action. The CEO’s general responsibilities include the performance, management and staffing of the NDPB.
16. The Accountable Officer is personally responsible for propriety and regularity in respect of public funds and has a personal duty to secure Best Value for the organisation.

The Executive Management Team

17. The Executive Management Team comprises the CEO and Directors. The CEO’s responsibilities will typically be supported by a delegation of authority to a wider executive management team. The CEO’s responsibilities may be delegated to Directors through a mix of role statements, annual or multi-annual objectives set and specific schemes of agreed delegated decision making authority. Directors take responsibility for the discharge of their specific areas of work, including management of strategic risks, directing interpretation and implementation of strategic policy and maintaining oversight of required delivery of strategic outcomes agreed by the Board, as set out in this blend of statements and delegations, while the CEO retains ultimate accountability for the operations of the Cairngorms NPA.
18. A key role for the CEO and their Executive Management Team is to liaise with Scottish Government officials and policy colleagues in other key stakeholders in order to identify any potential future changes in national or stakeholder policy direction and identify whether any potential changes in the Authority’s strategic direction and / or risk management may be required. In such cases, the Executive Management Team will work appropriately with the Board in communicating these matters and advising Board on strategic policy changes that may need to be considered.

Heads of Service

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

19. The Executive Management Team of Directors are in turn supported by Heads of Service. Heads of Service may themselves have specific areas of delegated responsibility for decision making, for example the Head of Strategic Planning will have delegated responsibility for discharging actions and conditions agreed by the Planning Committee.
20. Heads of Service collectively comprise the Operational Management Group, with collective responsibility for effectively and efficiently delivering the Cairngorms NPA's agreed annual operational plan. The Group coordinates resource deployment across teams and projects to ensure the operational plan is achieved as intended and through that the annual work of the Cairngorms NPA makes the intended annual contribution to the organisation's strategic outcomes.

Governance Responsibility And Exercise Of Judgement

21. While the Governance Responsibility Statement seeks to establish as much clarity as possible around determining the respective responsibilities of those involved in governance, there are some areas where it is not possible to draw up absolute lines of responsibility and which have some areas of overlap. Judgement and sensitivity to others' involvement and responsibilities will always be required in most areas of the Cairngorms NPA's work and the governance of it. The Governance Responsibility Statement is therefore developed to clarify points of subjectivity and the requirement for judgement and decision making. It does not seek to remove the need for judgement and decision making on areas of potential overlap of responsibility.
22. One means of establishing greater clarity around areas of judgement on where governance and management responsibility lies on issues, and helping to clarify the respective roles and responsibilities of Executive and Non-Executive is to establish challenge questions or criteria for assessment. For example, the following challenge questions / key principles may be used to assess when judging where decision making falls.
 - a) Is a decision establishing or amending a long-term objective, outcome or performance measure of the organisation?
 - b) Is a decision unique or novel and may consequently bring the organisation's profile as a whole into the spotlight?
 - c) Does a decision have the potential to significantly and adversely impact on the reputation of the Cairngorms NPA?
 - d) Does an action have the potential to create a significant and / or a long-term liability for the organisation (long-term being having financial impacts beyond the existing Corporate Plan period)?
 - e) Does a decision or action have the potential to create a new strategic risk for the organisation or to escalate the significance of an existing strategic risk?
 - f) Does a decision or action impact on the overarching governance of the organisation?
23. Where these questions are answered "yes", the implication is that such decisions are matters of strategic policy and governance and resolution should therefore err toward a matter for Board determination through appropriate routes. Only one of these

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

questions need be answered as “yes” to suggest that the decision in question is a matter for strategic, Board determination.

24. Equally, in discussions over aspects of scrutiny and decision making, there is judgement to be exercised in determining whether the aspect of decision making is a Non-Executive or Executive function:
- a) Is the decision around what is to be achieved or how an outcome is to be delivered?
 - b) Is the decision about whether a project is delivering against a strategic outcome or how the project is being managed / designed / delivered?
25. Where these questions are answered on the basis of scrutiny or assurance over outcomes or final achievements, there is an appropriate area of Board scrutiny and assurance. Where questions are about how things are being done; how projects or activities are being designed, managed or implemented, then these matters are straying more into executive management responsibilities.

Non-Executive Assurance

26. In addition to decision making responsibilities on aspects related to governance and strategy, Non-Executive Board members also have a role to seek assurance over certain key elements of the Authority’s operations. There is a key distinction here from decision making responsibilities. As outlined in 25, the role is one of ensuring there is appropriate reporting and evidence available to allow board members to take confidence that strategic objectives are being met. Where there are issues, Board Members should also have assurance that these have been escalated to strategic Board levels, with appropriate resolution
27. The key areas of assurance work for board members are:
- a) Promoting the efficient, economic and effective use of staff and other resources by the NDPB consistent with the principles of Best Value;
 - b) Performance in attainment of agreed corporate plan strategic outcomes;
 - c) Performance in attainment of agreed key performance measures;
 - d) Mitigation of agreed strategic risks;
 - e) Design and deployment of appropriate and effective internal controls.
28. As set out in this document, allocation of responsibility for action in areas of governance within an NDPB cannot always be assigned solely to the board or the Executive. There is an essential requirement for an effective team dynamic between those charged with governance responsibilities in delivering an effective and performing system of governance. An illustration of this situation over the key aspects of governance within CNPA is set out in the following “Map of Governance Responsibility”.
29. Document to be implemented with effect from 31 May 2021; Review effectiveness by proposed Governance Committee with potential onward referral to Board by 30 June 2022.

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

CAIRNGORMS NATIONAL PARK AUTHORITY
GOVERNANCE RESPONSIBILITY STATEMENT
DISCUSSION PAPER

Mapping Governance Responsibility

Activity	Board Responsibility	Executive Responsibility
Corporate Strategy e.g. NPPP and Corporate Plan – setting the strategy	Determine strategy; determine strategic objectives; determine performance measures / measures of success; determine any specific key milestones / indicators of success; determine all variations to these aspects. Ensure strategy is underpinning appropriate national strategies put in place by Scottish Government.	Support member training sessions around key subject areas; Support informal discussion sessions around subject areas to assist in developing a collective sense of strategic direction; Draft strategic policy documents for review and determination by Board Research / collect / analyse / collate data to support decision-making.
Corporate Strategy – delivering outcomes	Scrutinise delivery updates; Review performance against performance indicators and milestones; Assurance over delivery of agreed strategic outcomes. <i>Resources Committee Assurance Role</i>	Determine how to deploy available resources to achieve agreed outcomes and performance measures; Tactical decisions on how to achieve agreed outcomes, including design, implementation and delivery of programmes of work and specific projects / activities.
Corporate Strategy – risk management	Determine risk management strategy and policy; Decide and agree risk appetite; Determine strategic risks and mitigation; Assurance on risk management and mitigation: <i>Audit and Risk Committee Assurance Role, including review reports and “deep dives” on risk areas and risk management.</i>	Advise on development of strategy policy, drafting for review and approval Advise on risk appetite, strategic risks and mitigation approaches; Determine how to implement mitigation actions and decide on deploying resources to best achieve mitigation aims.
Corporate Strategy – opportunity management	Determine responses to strategic opportunities where implications are likely to impose change to strategic direction and / or prioritisation of resource deployment and / or strategic outcomes.	Determine responses to opportunities which progress achievement of existing agreed strategic outcomes and performance objectives.
Strategic Policy Development	Determine Policy and targeted policy outcomes. Agree policy and strategy, including where development takes place through	Advise on policy development including supporting developmental discussions and training events where required lead up to policy development.

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

Activity	Board Responsibility	Executive Responsibility
	<p>third party groups² where that policy or strategy is to be adopted by Cairngorms NPA.</p> <p>Agree strategic policy impacts where Cairngorms NPA acts as lead sponsor organisation for programmes to be led by arm's length organisations³.</p>	<p>Draft policy proposals in line with the strategic direction agreed by the Board for review, comment and determination.</p> <p>Determine resource deployment to realise targeted policy outcomes.</p>
	Determine procedural requirements to achieve policy outcomes. ⁴	
Budgeting and Resource Deployment – Annual Budget Setting	<p>Determine priorities for resource allocations to achieve agreed strategic policies and outcomes on basis of advice from senior management team;</p> <p>Establish annual budget allocations which are commensurate with achievement of established strategic objectives.</p>	<p>Develop budget proposals recognising available income and expenditure pressures and which show the proposed deployment of resources to achieve agreed strategic objectives.</p> <p>Inform budget proposals through operational and tactical knowledge and understanding of commitments and ongoing delivery programmes established</p>
Budgeting and Resource Deployment – committing resources	<p>Assurance that resource deployment continues to achieve agreed long term strategic objectives.</p> <p><i>Resources Committee Assurance Role</i></p>	<p>Determine and approve all expenditure within budgets agreed by Board;</p> <p>Manage all staff recruitment, management, objective setting, performance appraisal.</p>
	Approve project initiation	
Budgeting and Resource Deployment – final accounts	<p>Review Accounting policies, significant estimates and assumptions taken in drawing together accounts;</p> <p>Consider reports on accounts from external auditor and determine any action.</p> <p><i>Audit and Risk Committee Assurance Role</i></p>	<p>Professional accountancy advice in drawing up final accounts in accordance with Financial Reporting Manual (FRM) and Accounting Standards;</p> <p>Draft Annual report and accounts;</p> <p>Advise on accounting matters and external audit matters arising.</p>
	Board arrangements for approval of accounts while it remains the Accountant Officers personal responsibility to sign the accounts and who is ultimately personally responsible to the Scottish Parliament for the stewardship and management of the organisations finances.	

² For example Cairngorms Nature and Cairngorms Nature Action Plan

³ For example LEADER delivery led by Local Action Group / Cairngorms Trust, Capercaillie Project led by Capercaillie Programme Board

⁴ Recent examples of overlap in responsibility for determining procedural requirements to achieve policy outcomes and need to use the decision criteria set out in the Governance Responsibility Statement:

- i) Board agreement of Green Recovery Fund criteria sought as a consequence of novel aspect of policy, potential for impact on reputation, potential for wider risk management;
- ii) Seasonal Ranger Service: implementation entirely at Executive Level once overall allocation of resources agreed reflecting minimal assessed impact on reputation, lack of strategic risks or long term liability. Ongoing Board assurance from activity reporting and reporting on success measures.

CAIRNGORMS NATIONAL PARK AUTHORITY
Formal Board Paper I Annex I 28th May 2021

Activity	Board Responsibility	Executive Responsibility
<p>Board and Sub Committee Management</p>	<p>Agree outline work programmes for appropriate advance periods, recognising flexibility and adaptation to evolving circumstances. Agree outline agendas in advance of meetings. Review draft papers in terms of clarity of presentation and coverage of agreed agenda items prior to issue. Review papers in advance of meetings and seek any detailed additional information requirements in advance of meeting. Consider papers and presentations on their merits. Interact with staff in accordance with expected values and behaviours. <i>Governance Committee Assurance Role</i></p>	<p>Coordinate appropriate matters of business and provide advice on agreed items of business. Manage drafting and finalisation of all papers. Ensure responses are made to any detailed questions prior to meeting. Transparent, clear, open information provision to all members. Interact with members in accordance with expected values and behaviours.</p>
<p>Operational and Programme Delivery</p>	<p>Assurance over achievement of delivery outcomes and wider strategic implications through Board and Committee performance reporting. <i>Performance Committee Assurance Role</i></p>	<p>Decision making on activities and resource deployment to ensure agreed strategic outcomes and programme objectives are achieved.</p>
<p>Communications</p>	<p>Determine communications and engagement plan; Lead role within communications on strategic policy matters <i>Governance Committee Assurance Role;</i></p>	<p>Advise on development of communications and engagement plan Lead role within communications on operational delivery and policy delivery matters</p>
	<p>Input to press releases</p>	