

Report Title: **Comprehensive Performance Assessment (CPA)**

**Use of Resources – 2007 Action Plan**

Report of: **Acting Director of Finance**

Wards(s) affected: **All**

Report for: **Non-key decision**

**1. Purpose**

1.1 To inform the Committee of the action plan in place for 2007.

**2. Recommendation**

2.1 To note the CPA Use of Resources Action Plan attached at Appendix A.

Report Authorised by: **Gerald Almeroth, Acting Director of Finance**



Contact Officer: **Kevin Bartle , Acting Head of Corporate Finance, 020 8489 3743**

**3. Executive Summary**

3.1 The report outlines the Council's action plan to prepare for the 2007 CPA Use of Resources assessment. The plan specifically focuses on criteria which will gain 'must have' status for the 2007 assessment; it concentrates upon areas that need strengthening and improvement (those scoring a 2 in 2006) and additionally sets out our timeframe to achieve such improvements.

#### **4. Reasons for any change in policy or for new policy development (if applicable)**

4.1 No change of policy is proposed.

#### **5. Local Government (Access to Information) Act 1985**

5.1 Background documents used in the preparation of this report:

Haringey Council – Use of Resources Assessment 2007.

Haringey Council – previous CPA action plans and self assessments

#### **6. Background**

6.1 The CPA Use of Resources judgements assess how well councils manage and use their financial resources. The assessment focuses on the importance of having sound and strategic financial management to ensure that resources are available to support the council's priorities and improve services. It makes judgements in five areas:

financial reporting;  
financial management;  
financial standing;  
internal control; and  
value for money.

#### **7. Key Features of the Assessment**

7.1 The assessment is undertaken yearly at all councils. It is integrated with work carried out as part of the Code of Audit Practice. For 2007, the assessment is more closely aligned with auditors' responsibilities under the Code than in previous years as it will cover the same period. It assesses arrangements in place at the end of, and performance and financial information relating to, the 2006/07 financial year.

7.2 For single tier (including London Borough Councils) and county councils, the overall use of resources assessment score is a component of the council's Comprehensive Performance Assessment (CPA) framework star rating. The use of resources judgements are also used to inform the council's direction of travel assessment where relevant.

7.3 The value for money theme complements councils' processes in producing their annual efficiency statements. Auditors will review arrangements underpinning those statements. They will report by exception if they have any significant concerns about how the statement is compiled or where the statement is not consistent with their knowledge of the council.

- 7.4 The use of resources assessment supports continuous improvement and will help establish minimum requirements for reducing regulation in the future. The approach for 2007 places reliance on evidence gained in previous years and auditors will update their assessments for any changes and improvements.
- 7.5 Auditors will undertake their fieldwork at all councils between April and October. Scores will be notified to councils in December 2007.

### **Haringey's Position**

- 7.6 In 2006 the CPA framework was revised and in particular the Use of Resources was further developed to become a stronger measure of cost-effectiveness and value for money. The Use of Resources block in 2006 was a 'harder test' and also has a higher weighting in the Council's overall CPA score.
- 7.7 The Audit Commission in November 2005 scored the Council 3 out of 4 for the use of resources and in December 2006 we maintained that 3 out of 4 score. This was very much in line with expectations and positively contributed to the Council as a whole achieving three stars overall.
- 7.8 The scores for each of the key lines of enquiry, which were set out in five key judgement areas, were reported to this committee in January 2007 (and are attached to this report as Appendix B for ease of reference). It has been our intention to improve our position yet again by way of specifically focusing on the criteria which will gain 'must have' status for the 2007 assessment. (i.e. those areas scoring a 2 in 2006).
- 7.9 We are also concentrating on areas that need strengthening and improvement and in order for the Council to further improve our overall Use of Resources score we will, as minimum, have to specifically improve the KLOE's that have scored a 2 to, at least, a 3.

### **8. Action Plan**

- 8.1 This report attaches our action plan, as Appendix A, to achieve the above and, additionally, sets out our timeframe for completion of those actions.

### **9. Consultation**

- 9.1 This is a corporate issue for the Council and there will be consultation with partners where it is necessary.

### **10. Summary and Conclusion**

- 10.1 A satisfying score for 2006 was achieved and this has been recognised. It is now important to continue our improvement journey and to press on by improving our score yet again. The action plan attached to this report demonstrates what we propose to achieve that improvement.

## **11. Recommendation**

11.1 To note the CPA Use of Resources Action Plan attached at Appendix A.

## **12. Legal Comments**

12.1 There are no specific legal implications arising out of this report.

## **13. Equalities Implications**

13.1 The improvements detailed will enhance the aspects of considering equalities included in the corporate processes.

# APPENDIX A

## Internal Control and Accounts Use of Resources Project Plan (2007 Assessment)

Key: GA; Gerald Almeroth, KB; IA; Ian Andrews, Kevin Bartle, ZB; Zena Brabazon, RG; Ruth Gibson, JH; John Hardy, GO; Graham Oliver, YS; Yuniea Semambo, MS; Martin Stringer, JS; John Suddaby, MW; Michael Wood, AW; Anne Woods.

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
FR	1.1	The Council produces annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers	<ul style="list-style-type: none"> <li>- A clear closing plan is in place and being monitored.</li> <li>- The relevant accounting guidance has been received and targets are in place to ensure all new requirements are acted upon.</li> <li>- A committee date, in line with statutory deadlines, has been set to achieve this deadline.</li> <li>- Discussions have been held with the auditors in preparation of the closing timetable.</li> <li>- The timetable includes a scheduled sign off date</li> </ul>	GO	June 2007	Green
		The council's accounts were prepared in accordance with statutory requirements, statutory/regulatory timetables, relevant accounting and reporting standards, and the council's agreed accounting policies.				
		The auditor received auditable accounts, including a complete set of financial statements, disclosures and notes, in accordance with the timetable agreed with the		GO	June 2007	Green

Use of Resources Project Plan 2006/07

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	audited body.		in line with statutory requirements.			
	The accounts submitted for audit were presented fairly, but contained several non-trivial errors.		<ul style="list-style-type: none"> <li>- Enhanced quality control mechanisms are built into the plan for 06/07 closing along with enhanced sign off arrangements.</li> </ul>	GO	June 07	Green
	Comprehensive working papers supporting the accounts were provided at the start of the audit to the standard specified by the auditor.		<ul style="list-style-type: none"> <li>- Enhanced quality control mechanisms are built into the plan for 06/07 closing along with enhanced sign off arrangements.</li> <li>- Early working papers have been passed to the Auditor for early consideration.</li> <li>- A three way checking mechanism for working papers is now in place and is being actioned to ensure a set of excellent working papers.</li> </ul>	GO	June 07	Green
	Guidance made available to staff on final accounts closedown procedures,		<ul style="list-style-type: none"> <li>- Guidance notes have been issued to all finance staff.</li> </ul>	GO	March 07	Green

Use of Resources Project Plan 2006/07

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	including relevant timetables agreed with the auditor and allocation of tasks to individual members of staff, were adhered to.		- The closing plan allocates individual tasks to specific individuals.			
	The council ensured that appropriate, knowledgeable and skilled staff were available to deal with external auditors' queries, to substantiate assertions, and to explain items of account.		- Year end training sessions for finance staff have taken place.	GO	March 07	Green
	The auditor gave an unqualified opinion		- Enhanced quality control mechanisms are in place.	KB/GO	June 2007	Green
	The accounts submitted for audit presented fairly and contained only a small number of non-trivial errors.		- Enhanced quality control mechanisms are in place. - Areas of potential dispute are being discussed with the Auditors at the planning and completion stage in order to reach an agreed position prior to statements completions.	GO	June 2007	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
**	All additional requests from the auditor were responded to promptly in accordance with any agreed deadlines		<ul style="list-style-type: none"> <li>- A protocol is agreed in place with the Auditors and will be communicated to all appropriate officers.</li> <li>- All areas of the accounts will have a clearly identified officer and details of leave arrangements or other long absences will be clearly identified.</li> </ul>	GO	June 2007	Amber
	The accounts submitted to the council/committee meeting at which they were approved were accompanied by an explanatory paper providing interpretation of the accounts and highlighting key issues for the benefit of members.		<ul style="list-style-type: none"> <li>- A fully detailed accompanying report will go with the accounts to GP Committee, in line with previous year's report.</li> </ul>	KB/GO	June 2007	Green
	The accounts were subject to robust member scrutiny prior to approval at the formal approval.		<ul style="list-style-type: none"> <li>- Members will be briefed on the importance and position of the accounts to ensure they have the knowledge to provide robust scrutiny. In</li> </ul>	KB/GO	June 2007	Green



Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			addition, training is being provided to Members prior to the Committee meeting to enhance their understanding of the accounts.			
<b>FR</b>	<b>1.2 The Council promotes external accountability</b>					
**	Summary financial information that meets the needs of a range of stakeholders is published and their views are considered in deciding whether to publish an annual report		An online consultation was carried out to seek residents' views on the Annual Report. This closed on 14 May 2007.	GO/MG	June 2007	Green
<b>FM</b>	<b>2.1 The Council's medium-term financial strategy, budgets and capital programme are soundly based and designed to deliver its strategic priorities</b>					
**	There are arrangements for monitoring cash flow		Our new MTFs for 2007/08 to 2010/11 includes a 4 year cash flow in line with our new financial planning period. The Treasury team use Logotech to monitor cash flow on an ongoing basis.	KB/GO/JH	March 2007	Green
**	The medium-term financial		The 2007/08 – 2009/10	KB	March 2007	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	strategy is communicated to staff and stakeholders		MTFS has been produced and communicated to staff and stakeholders.			
<b>FM</b>						
<b>2.2 The Council manages performance against budgets</b>						
	Budgets are input to the main accounting system on a timely basis, at an appropriate level of detail.		In 2006/07 and 2007/08 all capital and revenue budgets were loaded onto SAP on a timely basis at an appropriate level of detail for monitoring purposes. Budgets for 2007/08 have been reshaped.	JH	March 2007	Green
	There is a formal scheme of budget delegation		- The current Scheme of Budget delegation was completed in December 2006 as planned as part of last year's UOR Action Plan. It is planned to review and update (as necessary) the text of the document and in addition, to update on a regular basis, the appendices that show the	JH	December 2007  Quarterly	Green

Use of Resources Project Plan 2006/07

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	There is guidance available to budget holders which includes a description of their responsibilities, an outline of the budget process and a budget process timetable		list of budget holders and financial delegations. We issue guidance to budget holders as part of each budget process. This was issued on a timely basis for 2007/08 budget preparation and we plan to review and, if appropriate, to further improve the document for the 2008/09 budget process.	JH	November 2007	Green
	Budgets are approved before the start of the year and monitored regularly throughout the year.		2007/08 budgets were approved appropriately in February 2006. 2007/08 budgets have been approved for capital (Council 5 February 2007) and revenue (Council 19 February 2007) as part of our financial planning process.	JH		Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	Action plans are developed when a material variance arises or a deficit is forecast.		This is picked up during the monthly budget management meetings with the Chief Executive and Acting Director of Finance. Action plans are requested and output monitored at these meetings.	KB	On-going	Green
	The appropriate member committee receives budget monitoring information that is accurate, relevant, understandable and consistent with underlying records, and data is as up to date as possible when reported.		All financial monitoring reports are cleared and directed appropriately to committees by the Acting Director of Finance to ensure the qualities listed in the KLOE.	GA	On-going	Green
	Relevant non-financial and financial information, in addition to the budget, is reported to and used by senior officers.		As part of our robust and integrated budget and performance monitoring arrangements, a balanced scorecard is monitored each month and reported to Executive.	JH	On-going	Green

Use of Resources Project Plan 2006/07

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	There is a line of professional accountability between those with principal functional responsibility for finance within business groups and the chief finance officer, to ensure compliance with professional standards and objectivity of advice on financial matters.		All service based Heads of Finance report directly to the Head of Corporate Finance through to the Director of Finance, and are Corporate Finance staff.	KB	In place	Green
	The budget shows the resources allocated to major spending activities and programmes, with user-friendly summaries, and separate identification of revenue and capital items to ensure focus on use of resources		Our published Budget Book for 2006/07 includes this information. We are in the process of preparing our further improved 2007/08 reshaped Budget Book and this will also include this information.	JH	May 2007	Green
	The council regularly tests its financial systems to ensure that their processes are secure.		Currently, in addition to the regular internal and external audits of SAP, we monitor all interfaces into other Council systems (Radius, I-World and OHMS) on a daily basis to ensure that all	IA	This has been ongoing throughout 2006/07 and continues to be so.	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			financial transactions are moved both inbound and outbound to SAP/Radius. We liaise with the business owners of those systems when issues occur. The management of those business systems is directly the responsibility of the business themselves and these systems are regularly audited. In addition a monthly control day validates all financial figures thus being a further check on the validity of the financial output.			
	Where any significant departmental overspends have occurred they have been managed with no adverse impact on service delivery.		Monitored through budget monitoring meetings.	GA	On-going	Green
	The council's financial information systems have		Business Warehouse is being developed to report	IA		Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	flexible reporting tools to enable specialist reports to be designed		on all Procurement data. In addition, SAP has many standard and bespoke reports that have been created for use of all staff to report on all financial data in whatever format is required.		BiW Sept 2006 March 2007	
	Relevant non-financial and financial information, in addition to the budget, is reported to members and acted upon		As part of our robust and integrated budget and performance monitoring arrangements, a balanced scorecard is monitored each month and reported to Executive.	MG/JH	On-going	Green
	The council uses agreed processes to adjust and approve budgets in year if major programmes are varied by more than pre-set tolerances.		Virement rules are part of the Council's financial regulations and Schemes of Delegation. Both have already been updated but further work is underway to refine them further.	KB	November 2007	Green
	The council's budget monitoring is: • predictive rather than		- A robust budget monitoring process is in place which includes	KB/JH/ HoFs	On-going	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	backward looking <ul style="list-style-type: none"> <li>focused on large, high risk or volatile budgets</li> <li>related to operational activity indicators that are lead indicators of spend and informed by a risk assessment.</li> </ul>		monthly meetings (of the Acting Director of Finance, Chief Executive, Directors and Heads of Finance) and also performance reports each month to CEMB and Executive. - Comprehensive papers are produced by Heads of Finance in conjunction with Directors and Budget Holders that includes the mentioned items.			
	Progress in achieving planned savings and efficiency gains is regularly reported to senior management with developed action plans		This information is reported and discussed by Senior Officers each month as part of our robust budget monitoring process. For 2007/08 we will monitor the RAG status.	Heads of Service / JH	On-going	Green
	No significant departmental overspends / underspends have occurred that were not identified as a risk which was		As outlined in the Council's Financial Outturn report.	GA	To be considered by Cabinet on 19 <sup>th</sup> June 2007.	Green



Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	taken into account in developing the council's reserves strategy, and the associated underlying budgetary pressures are being managed effectively over time.					
**	Profiled financial monitoring reports are produced within ten days of the month-end		<ul style="list-style-type: none"> <li>- Appropriate monitoring reports are produced from SAP. They are available for production within one working day of the end of each month.</li> </ul>	IA/JH	On-going	Green
**	The financial performance of significant partnerships is reviewed		<ul style="list-style-type: none"> <li>- These are reviewed as part of our robust monthly budget monitoring arrangements. A Sub Group of CFMT plan to review and further improve this element of monitoring if necessary.</li> <li>- Included in the scope of review of Partnership Governance arrangements currently being reviewed by key</li> </ul>	AW/Heads of Finance  YS	April 2007	Green



Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			Decision Making). Additionally a Members' Property Strategy Group has been created which enables lead Members to focus on key management issues.	RG	June 2006 & April 2007	Green
			There are longstanding performance indicators covering a range of property management activities and, along side development of the Manhattan database, these are being overhauled, revised and extended to provide a new property performance management framework (eg. incorporating COPROP indicators and any further indicators specifically required by services.	RG	Sept 2007	Green
			The implementation of a			

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			centralised system for handling repair and maintenance in the Council's main operational portfolio (90 buildings) now enables collection, analysis and coordination of performance information in relation to repair and maintenance (eg pattern of repairs needed by work and building affected, response times and performance of contractors). Information is shared with client departments.			
<b>FS</b>						
<b>3.1 The Council manages its spending within the available resources</b>						
**	Collection and recovery of material categories of income is monitored		Collection targets are set annually for all areas of income. Progress against these targets are reported in the Councils' corporate Scorecard and reviewed at a high level	MS	Status against targets set are reviewed on an ongoing basis throughout 2007/8.	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			<p>within Budget management and a more detailed level at Debt Management Board and in BU Debt Management Days.</p> <p>For <b>SAP debtors, and Commercial Property</b>, targets for 2007/8 have discussed at Directorate Debt Management days and have been agreed and put in place. The targets set focus on Aged Debt reduction which looks to reduce existing levels and stop new debt rolling forward.</p> <p>A Debt Management Day has been established for <b>Parking</b> where; previously agreed targets for 2007/8 have been reviewed, the need for improved reporting has been discussed and agreed.</p> <p>Targets for <b>Council Tax</b>,</p>			

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			<p><b>NDR and Housing Benefit</b> recovery have been agreed and are in place.</p> <p>A review of all targets for Housing rent and temp accommodation are planned for the start of Q2.</p>			
<b>IC</b>						
<b>4.1 The Council manages its significant business risks</b>						
	<p>The council has adopted a risk management strategy/policy that has been approved by members.</p>		<p>Update RM strategy to reflect progress during 2006. Report on progress done to Audit Cttee (April 07).</p> <p>Plan to report to CEMB on 29 May 2007 on risk management issues (jointly with Andrew Meek). Updated Corporate Risk Register presented and approved. Revised RM policy</p>	AW	April 2007	

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			approved by CEMB and Audit Cttee. in October 2005. Implementation plan and update on progress provided to CEMB and Audit Cttee in February and October 2006 and April 2007. Report and Corporate Risk Register will be presented to Audit Cttee 26 June 07.			
	The risk management strategy/policy requires the council to: <ul style="list-style-type: none"> <li>• identify corporate and operational risks</li> <li>• assess the risks for likelihood and impact</li> <li>• identify mitigating controls</li> <li>• allocate responsibility for the mitigating controls.</li> </ul>		Report revised corporate risk register and progress on RM implementation plan to CEMB (May 2007) and Audit Cttee. (26 June 2007). RM implementation delivered including reviews, risk identification and monitoring. Departmental contact officers provide the liaison point to update and agree risk registers. All risk registers updated	AW	April 2007	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
			and risk management database populated.			
	The council maintains and reviews a register of its corporate business risks linking them to strategic business objectives and assigning ownership for each risk		Risk management database is effectively used. Corporate risk register updated.	AW	April 2007	
	Member responsibility for corporate risk management is identified in the terms of reference of one or more committees as appropriate		Contained in ToR for Audit Committee. ToR revised and updated March 2007 (approved for inclusion in Constitution April 2007) to take account of CIPFA guidance.	AW/JSYS	March 2007	Green
	Reports to support strategic policy decisions, and project initiation documents, include a risk assessment.		New project management arrangements require risk assessment to be completed in PIDs and risk issues considered as part of ongoing monitoring and reporting arrangements. Stream Board reports include RAG status for risk	AW		



Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	The risk management process is reviewed and updated at least annually		issues. Update RM strategy to reflect progress during 2006. Need to report to CEMB (May 2007). Update reports provided to CEMB (March 06) and Audit Cttee. (October 06 and April 2007).	AW	April 2007	Amber
	The risk management process specifically considers risks in relation to significant partnerships and provides assurances to be obtained about the management of those risks		Officer group reviewing partnership arrangements. Revised corporate risk register includes risks re: partnerships. Partnership register finalised. Review of partnerships completed in January 2007. Partnerships included in risk management guidance notes.	AWYYS/JS/ZB	April 2007	
**	All appropriate staff are given relevant training and guidance to enable them to take responsibility for managing risk within their		Ongoing risk management workshops and assistance provided for all departmental management teams	AW	March 2007	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
	own working environment		during 2006/07. Key projects e.g. new Bank tender, Supporting People have risk registers.			
	The members with specific responsibility for risk management have received risk management awareness training		Member training – risk management needs to be taken account of in 2007/08 MLD which is currently being drafted, will be consulted on. To be agreed by MLDWG in April 2007. Audit Cttee training planned for July 2007.	AW/Y5	2007/08 MLD Programme agreed April 2007. Relevant activities to take place during 2007/08.	Amber
	Members with responsibility for risk management receives reports on a regular basis and take appropriate action to ensure that corporate business risks are being actively managed, including reporting to full council as appropriate.		Continue with 6 monthly reports (reported April 07) and highlight section in quarterly reports. Ensure annual audit report is presented to Audit Cttee and Full Council (June 2007).	AW	April 2007	Green

IC

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
<b>4.2 The Council has arrangements in place to maintain a sound system of internal control</b>						
**	Criterion in relation to effective arrangements for internal financial control, for example, carrying out regular bank reconciliations and reconciliations of major systems		<ul style="list-style-type: none"> <li>- Internal Audit programme checks compliance with procedures.</li> <li>- An established control framework is in place and monitored on a monthly basis which covers on holding accounts, bank recs and feeder systems.</li> </ul>	AW	March 2007	Green
**	Arrangements for carrying out the functions of an audit committee are effective		<ul style="list-style-type: none"> <li>Report on compliance with CIPFA guidelines to Audit Cttee (Oct 06). Haringey can demonstrate compliance with guidelines. Planned review of the effectiveness of the Audit Cttee to be completed.</li> </ul>	AW	March 2007  July/August 2007	Green
**	Standing orders, standing financial instruction and system procedure notes are reviewed and updated as appropriate		<ul style="list-style-type: none"> <li>- CSO's revised and approved at February 2007 Full Council Meeting and published on Harinet.</li> <li>- Ensure financial system flow charts are kept up to</li> </ul>	MW/JS/ KB/JH  AW	March 2007	Green

Theme	KLOE	KLOE level	Key Activities	Owner	Completion Date	Traffic Light Status
**	Criterion at level 2 in relation to business continuity plans as required by the Civil Contingencies Act 2004.		date. System and procedure notes are tested on an annual basis as part of the audit programme.	A Meek		
**	Governance arrangements are in place for significant partnerships		Governance arrangements are currently being reviewed by key officers. Ensure recommendations by Audit Cttee and Internal Audit are addressed with progress report to Audit Cttee.	AWZB/JS/YS	April 2007	Amber
<b>IC</b>	<b>4.3 The Council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business</b>					
	The Council is proactive in raising standards of ethical conduct among members and staff and can show that counter fraud and corruption work is adequately resourced			YS		Green



## Appendix B

<b>Key lines of enquiry (KLOEs)</b>	<b>Score 2006</b>	<b>Score 2005</b>
<b>Financial reporting</b>	<b>3</b>	<b>3</b>
1.1 The Council produces annual accounts in accordance with relevant standards and timetables, supported by comprehensive working papers.	2	
1.2 The Council promotes external accountability.	4	
<b>Financial Management</b>	<b>3</b>	<b>3</b>
2.1 The Council's medium-term financial strategy, budgets and capital programme are soundly based and designed to deliver its strategic priorities.	3	
2.2 The Council manages performance against budgets.	2	
2.3 The Council manages its asset base.	3	
<b>Financial Standing</b>	<b>3</b>	<b>3</b>
3.1 The Council manages its spending within the available resources.	3	
<b>Internal Control</b>	<b>3</b>	<b>2</b>
4.1 The Council manages its significant business risks.	2	
4.2 The Council has arrangements in place to maintain a sound system of internal control.	3	
4.3 The Council has arrangements in place that are designed to promote and ensure probity and propriety in the conduct of its business.	3	
<b>Value for money</b>	<b>3</b>	<b>2</b>
5.1 The Council currently achieves good value for money.	3	
5.2 The Council manages and improves value for money.	2	