

Report to: Policy & Review (Performance) Panel
Title: CPA Score for 2006 and CPA Programme Update
Report from: Martin Evans, Head of Strategy
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Date: 22nd March 2007

1 PURPOSE

To provide the Policy & Review (Performance) Panel with a summary of PCC's recently announced Comprehensive Performance Assessment (CPA) rating, the second to be received by the authority under the 'Harder Test' regime, introduced in 2005.

To provide the Panel with a summary of progress on the Improving Our CPA Scores Programme that is working to achieve PCC's CPA objectives.

2 RECOMMENDATIONS

The Panel is recommended to:

- 2.1 note the CPA score for the authority and individual service blocks for 2006;
- 2.2 note the Highlights Report covering the period 1st November 2006 to 31st January 2007 (Appendix 4)

3 BACKGROUND

The objectives for the CPA Programme are as follows:

1. Maintain a 3 star rating overall as a minimum and seek to achieve a 4 star rating in the 2008 CPA
2. Achieve a 4 star rating for the Corporate Assessment in the 2008 CPA
3. Achieve a rating of "improving strongly" for the Direction of Travel in the 2008 CPA

In June 2005, the Audit Commission published a revised CPA framework for single-tier and county councils. The "Harder Test" aims to provide councils with a tougher test, with "a stronger focus on service users and value for money". A graphical illustration of the framework for CPA is provided as Appendix 1.

Scores for CPA remain based on an aggregate of service scores, plus a 'Use of Resources' judgement and a periodic Corporate Assessment. The 'Harder Test' introduced a 'rules-based' approach to scoring, which is shown as Appendix 2. Service scores for CPA are based on:

- Performance indicators (including Best Value Performance Indicators (BVPIs));
- Customer satisfaction surveys;
- Inspection judgements; and,
- Auditor judgements against published Key Lines of Enquiry (KLOEs).

It was expected that the new framework would result in many authorities receiving lower ratings than in 2004, but this has not been the case in the first two years (2005 and 2006). This is partly because of the ruling that authorities retain their “old” Corporate Assessments until all authorities have been assessed under the new regime (2008).

Many relatively out-of-date service inspections have been included in CPA scores for 2005 (eg Environment, Culture), and the effect of these will be reduced in 2006-2008.

The announcement of CPA scores for all local authorities usually takes place in December each year. However, the announcement of the 2006 scores was delayed until February 2007, pending the results of a range of customer satisfaction surveys, the results of which fed directly into the CPA scores for Housing, Environment, and Culture. PCC’s key scores from these Customer Satisfaction Surveys are provided as Appendix 3.

4 SUMMARY OF CPA 2006 AND HEADLINE SCORES

4.1 Overall Score

The overall CPA 2006 score for the authority is shown below:

Overall CPA Performance = 3 Stars (out of 4)

Direction of Travel = Not Improving Adequately (lowest level)

NOTE THAT THIS SCORE IS UNDER REVIEW AT PCC’S REQUEST

PCC’s overall CPA score has remained at ‘3 stars’ for 2006, as it was in 2005. This score roughly corresponds with the ‘Good’ rating achieved by the authority between 2002 and 2004. Some 80% of authorities are now within in the top two CPA tiers (ie 3 or 4 stars), but this proportion is likely to decrease in 2008/09, when all authorities will be rated based on their “new” Corporate Assessment score.

4.2 Overall CPA Performance

The following table shows our equivalent service scores for the previous four years of CPA. It is worth noting that services are split into ‘Level 1 services’ and ‘Level 2 services’ - this reflects the relative weighting of each service in an authority’s overall CPA score.

Level 1 Services	2002	2003	2004	2005	2006
Children and Young People	na	na	na	3	3
Education	3	3	3	na	na
Social Care (Children)	3	3	2	na	na
Social Care (Adults)	2	3	3	3	2
Use of Resources	3	3	3	2	2
Level 2 Services					
Benefits	1	2	3	2	2
Culture	3	3	3	3	2
Environment	2	3	3	3	3
Housing	3	3	3	3	3

Note 1 – Education and Children’s Social Care have been replaced by the combined Children and Young People assessment from 2005

Note 2 – Use of Resources is wider and more challenging from 2005 as part of the Harder Test

Note 3 – The Culture block scores for 2002-2004 refer to the “Libraries and Leisure” service block.

4.3 Direction of Travel

Our judgement for Direction of Travel was “Not Improving Adequately”, which is the lowest level on the four-point scale used in the assessment. It was felt that this judgement was not a true reflection of PCC’s rate of performance improvement. A request was therefore made for a review of the decision on 13th February, in line with Audit Commission procedures for the review of scored judgements. On 15th February, confirmation was received from the Regional Director of the Audit Commission that she had agreed to allow a review of the decision. The Regional Director has since appointed a London-based Audit Commission manager to conduct the review, and he is expected to complete his work by the end of March 2007.

4.4 Annual Audit & Inspection Letter

The Annual Audit and Inspection letter will comment more widely on our performance, and will provide greater detail on the Direction of Travel judgement. Members will receive a separate report on the Annual Audit and Inspection letter as another item on the Panel’s agenda.

5 CPA PROGRAMME PROGRESS

The work being undertaken to achieve the CPA objectives (as outlined in section 3 of this report) is controlled by using Programme Management techniques. Progress is reported by using a Highlights Report.

A Highlights Report has been produced for the period covering 1st November 2006 to 31st January 2007 (although some sections contain information up to the end of February 2007). The report provides an assessment of progress against the achievement of the CPA Programme objectives and a copy is attached as Appendix 4.

An assessment of all projects within the CPA Programme is contained in the Highlights Report.

The traffic light status assigned to the programme is AMBER.

6 OUTLOOK FOR 2007/08 AND BEYOND

Under the new “rules-based” approach to CPA, there are two potential ways to achieve “4 star” status, and these are summarised below. The overall rules-based framework for CPA scores is attached as Appendix 2.

1. If an authority has a “4 star” Corporate Assessment, the same rating for the authority overall can be achieved with scores for Level 1 Services of at least 3 stars and scores for Level 2 Services of at least 2 stars. In the context of PCC, this cannot be achieved until 2008 when we receive our next Corporate Assessment.
2. If an authority has a “3 star” Corporate Assessment, 4 stars can be achieved for the authority overall if all service blocks at both levels score at least 3 stars. In the context of PCC, this could be achieved for 2006 if we can improve our scores on Use of Resources, Adult Social Care, Culture, and Benefits, while maintaining existing performance in all other areas.

As can be seen from the above scenarios, the improvement in the Use of Resources and Adult Social Care elements is essential for our objective of achieving 4 stars for the authority overall. To achieve a score of 4 stars in the future, we must achieve at least 3 stars for Use of Resources and Adult Social Care, regardless of scores in any other service area.

7 PREPARING FOR OUR NEXT CORPORATE ASSESSMENT

Although our next Corporate Assessment is not scheduled to take place until 2008 (when it will coincide with a Joint Area Review), Strategic Directors agreed in December 2005 that an initial self-assessment against the key lines of enquiry (KLOEs) should be conducted in 2006. Work on the self-assessment began in autumn 2006 and has been subject to a number of delays due to competing work pressures on officers assigned to the project. Nevertheless, the self-assessment is due to be complete by the end of March 2007, after which directors and members will be able to identify areas that need to be improved before the inspection in June 2008.

The key to achieving 4 stars on our Corporate Assessment will be in our ability to demonstrate that we have delivered, with our partners, real improvements for local people on the issues that matter most to them. The key themes of the Corporate Assessment KLOE, grouped under the three headline questions, are:

What is the council, together with its partners, trying to achieve?

1. Ambition for the Community
2. Prioritisation

What is the capacity of the council, including its work with partners, to deliver what it is trying to achieve?

3. Capacity
4. Performance Management

What has been achieved?

- 5.1. Sustainable Communities and Transport
- 5.2. Safer and Stronger Communities
- 5.3. Healthier Communities
- 5.4. Older People
- 5.5. Children and Young People

8 ISSUES TO BE ADDRESSED

The CPA framework has helped to clarify, and raise the profile of, a number of areas for improvement at PCC, both in terms of service performance and organisational effectiveness. Failure to address these issues would, in all likelihood, preclude the authority from achieving higher CPA scores in future.

8.1 Service Performance

Service scores are the 'building blocks' of any authority's CPA score. PCC's service scores have remained relatively stable over time, but a small number will need to be improved if we are to retain three star status in 2007 and 2008, and indeed if the authority is to be able to push on towards four star status. In general, PCC's performance indicators are improving (roughly 60% improved in 2005/06), but the authority is not achieving 'top quartile' status in enough areas to be deemed among the best. Specific service scores that need to improve are:

- Benefits
- Social Care (Adults)
- Culture

The task of improving these scores is made more difficult, for example in Social Care, by the 'arbitrary' nature of some of the judgements. In this area in particular, it is not entirely clear what levels of performance would need to be achieved in order for the service to achieve a '3' in future. Resources may also need to be re-directed to achieve some improvements.

8.2 Use of Resources

Our score for Use of Resources is '2', which means that PCC is 'meeting minimum requirements' in this area. However, the majority of top-tier authorities now score '3' or '4' (113 out of 150). In 2005, 62 authorities scored '2' for Use of Resources (including PCC), while three authorities scored '1'. In 2006, no authority scored '1', while the number scoring '2' had reduced to 37 (including PCC). In this respect, PCC is lagging behind the rate of improvement compared to other authorities nationally.

The Use of Resources report on PCC for 2006 highlights some key areas of concern, including the:

- need for a sustainable financial strategy;
- need to determine level and nature of reserves 'linked to risk and need rather than short-term political expediency';
- need for "an updated Asset Management Plan and Capital strategy needs to be approved by members and the Council also still needs to address the large maintenance backlog on non HRA properties";
- need to improve debt collection performance/agree credit management policy;
- need to ensure members have responsibility for and training in risk management;
- need to develop corporate risk register;
- need to ensure an effective Audit and Governance committee is operating (by May 2007);
- need to avoid leaks of confidential information; and
- need to update guidance over the receipt of gifts and hospitality.

A number of the issues listed above are being addressed by the Use of Resources - Process project and its Project Board. Further details are contained in the Highlights Report at Appendix 4.

9 APPENDICES

1. Overall CPA Framework under the "Harder Test"
2. Rules-based system for CPA Categorisation 2005-2008
3. BVPI Survey Performance - Comparison of 2006/07 results with previous scores

4. Improving Our CPA Scores Programme - Highlights Report (ref: CPA/HR3
Version 1.0)

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Martin Evans
Head of Strategy

Background list of documents:

The following documents disclose facts or matters which have been relied upon to a material extent by the author in preparing this report:

<u>Title of Document</u>	<u>Location</u>
Audit Commission Key Lines of Enquiry	Strategy Unit
CPA The Harder Test Framework for 2006	Strategy Unit
PCC 2006 CPA Scorecard	Strategy Unit

Approval to the recommendations

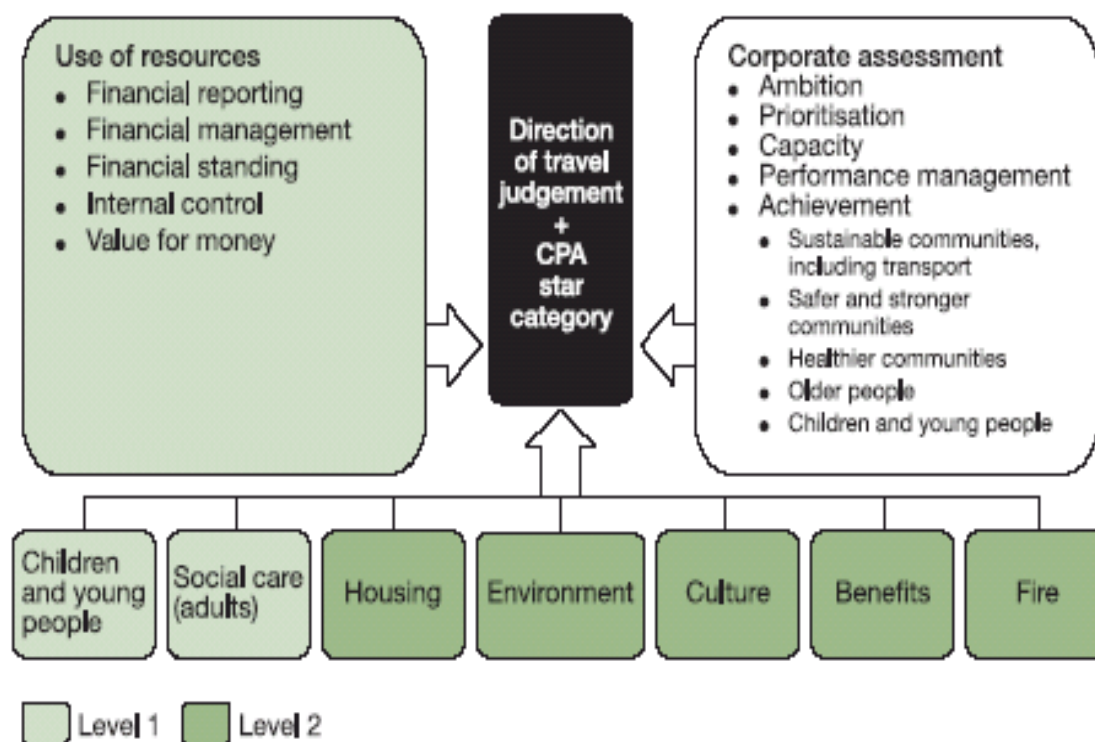
The recommendations set out above were approved/approved as amended/deferred/rejected by the Panel on

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Overall CPA Framework under the “Harder Test”

Figure 1

The new framework for single tier and county councils



Note 1: The use of resources and service assessments are annual; the corporate assessment will normally take place once within the programme running from 2005 to the end of 2008.

Note 2: Direction of travel scored assessments will be published when CPA categories are updated.

Note 3: Fire service assessment for all relevant authorities from 2006.

Source: Audit Commission

Rules-based system for CPA Categorisation 2005-2008

Corporate Assessment	Level 1 Assessments (children & young people, adults' social care & use of resources)	Level 2 Assessments (housing, environment, culture & benefits)	CPA Rating (number of stars)
4	None less than 3	None less than 2	4
4	None less than 2	No more than one less than 2	3
4	No more than one less than 2	No more than one less than 2	2
4	Any other combination		1
3	None less than 3	None less than 3	4
3	None less than 2	None less than 2	3
3	None less than 2	No more than one less than 2	2
3	Any other combination		1
2	None less than 3	None less than 3	3
2	None less than 2	None less than 2	2
2	No more than one less than 2	No more than one less than 2	1
2	Any other combination		0
1	None less than 3	None less than 2	2
1	None less than 2	None less than 2	1
1	Any other combination		0

Source: Audit Commission

BVPI Survey Performance - Comparison of 2006/07 results with previous scores

General Survey	Unweighted Score	2006/07 Weighted Score	2003/04 Weighted	Direction of Travel
BVPI 3 - Overall Satisfaction with PCC	50.00%	48.00%	52.00%	Worsening
BVPI 4 - Complaint Handling	42.00%	36.00%	37.00%	Worsening
BVPI 89 - Satisfaction with Cleanliness	69.00%	71.00%	62.00%	Improving
BVPI 90a - Satisfaction with waste collection	83.00%	79.00%	80.00%	Worsening
BVPI 90b - Satisfaction with waste recycling	71.00%	67.00%	63.00%	Improving
BVPI 90c - Satisfaction with waste disposal	79.00%	78.00%	75.00%	Improving
BVPI 103 - Satisfaction with transport info	47.00%	44.00%	57.93%	Worsening
BVPI 104 - Satisfaction with bus services	57.00%	56.00%	49.60%	Improving
BVPI 119a - Satisfaction with Sport/Leisure Facilities	54.00%	55.00%	54.00%	Improving
BVPI 119b - Satisfaction with Libraries	77.00%	75.00%	74.00%	Improving
BVPI 119c - Satisfaction with Museums/Galleries	65.00%	60.00%	55.00%	Improving
BVPI 119d - Satisfaction with Theatres/Concert Halls	60.00%	57.00%	49.00%	Improving
BVPI 119e - Satisfaction with Parks/Open Spaces	78.00%	76.00%	76.00%	Stable
Planning Survey	Unweighted Score	Weighted Score	2003/04 Weighted	Direction of Travel
BVPI 111 - Satisfaction of Applicants with Planning Service	NA	65.00%	81.00%	Worsening
Housing (LA Tenants) Survey	Unweighted Score	Weighted Score	2003/04 Weighted	Direction of Travel
BVPI 74a - Satisfaction with Housing Service	NA	79.00%	77.00%	Improving
BVPI 75a - Satisfaction with Opportunities to Participate	NA	61.00%	59.00%	Improving



IMPROVING OUR CPA SCORES PROGRAMME

HIGHLIGHTS REPORT

1st November 2006 to 31st January 2007

Programme	Improving Our CPA Scores
Document Status	Final for issue
Document ref and Version	CPA/HR3 Version: 1.1
Version Date	7 th March 2007
Author	Simon Rutter
Owner	David Williams

Highlights Report

Period covered:	01/11/06 → 31/01/07	Overall programme status:	A
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The overall status of the programme is rated as AMBER because all headline monitoring areas are amber, with the exception of one (Quality Status) that is green.

This is an improvement on the previous Highlight Report that identified the programme status as RED.

The key areas of concern are;

- Direction of Travel project - ability to achieve the objective
- Corporate Assessments project - behind schedule
- All projects identifying risks and issues as amber status

Programme Objectives:	<i>Programme objectives remain achievable</i>	A
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The following table shows the status of the current likelihood of achieving the programme objectives:

Objective	Status
1 Maintain a 3 star rating overall as a minimum and seek to achieve a 4 star rating in the 2008 CPA	G
2 Achieve a 4 star rating for the Corporate Assessment in the 2008 CPA	A
3 Achieve a rating of “improving strongly” for the Direction of Travel in the 2008 CPA	R

Objective 1 is rated as green because achieving the minimum requirement of 3 stars for objective 1 is considered to be realistic. However, achieving the higher 4 stars will be difficult.

Objective 2 is rated as amber because the current Corporate Assessment is rated as 3 stars and improvement will be required to achieve 4 stars in 2008. However, this amber status may change when the current self-assessment is completed at the end of March 2007.

Object 3 is rated as red following the receipt of the Audit Commission’s judgement of “not improving adequately”. However, should the city council’s appeal prove successful then the status will change to amber.

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Project Progress:	<i>Work is progressing satisfactorily, but some project objectives proving difficult to achieve</i>	A
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I have used two columns to signify the overall status of each project. The first column “Work” denotes the progress of the work being undertaken to achieve the project objective(s). The second column “Objectives” identifies the likelihood of the objectives (as stated in the Project Initiation Document) being achieved. The Direction of Travel is a good example where this approach provides a better assessment and understanding of the current status of the project.

The following table shows the overall status of the individual projects as identified by their project manager:

Project	Status	
	Work	Objectives
Corporate Assessments	R	A
Direction of Travel	G	R
Annual Updates / Performance Assessments (<i>see table below</i>)	G	A
Use of Resources - Process	A	A
Use of Resources – Value For Money	A	G
Joint Area Review (children)	G	A
Annual Audit & Inspection Letter	G	A

In the last Highlights Report there were two projects that were classified as red status: Use of Resources - Process and Corporate Assessments. **Use of Resources - Process** has now moved to amber status. **Corporate Assessments** remains red for the work element as the self-assessment was originally planned to be completed by December last year and is now projected to be completed end of March. The objective element for this project is rated as amber but this may change when the self-assessment has been completed. The **Direction of Travel** project is also now rated as red status for the objectives element following the recent announcement of the Audit Commission’s judgement. If the judgement is upgraded following our appeal then the current status will change to amber

A summary of progress for each project is provided below:

Corporate Assessments: Self-assessment work is approximately 80% complete but work has slipped behind schedule. This is entirely due to competing work pressures from outside the project. The fact that this project is not mandatory or required by any external agency has meant that it has had to slip while work on BVPIs, the annual audit and Direction of Travel took precedence.

Direction of Travel: Additional evidence has been collated and submitted to the review manager in support of our case for a change in judgement to “improving adequately”. Following the publication of Direction of Travel scores for all authorities in England on 21st February (with the exception of 18 authorities under review), work has been undertaken to analyse the consistency of the process applied by the Audit Commission. This work has identified a number of authorities with similar levels of performance improvement and similar governance problems to those identified for PCC, but who have received a better

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Direction of Travel judgement. This evidence has been compiled and will be submitted to the review manager week starting 5th March 2007 with a decision due by 31st March 2007.

Annual Updates / Performance Assessments: As requested at the previous meeting, the following table shows the status of the sub-projects relating to this project. The table also shows the recently received service scores including the scores from last year:

Sub-Project	Status		Scores	
	Work	Objectives	2005	2006
Environment	G	G	3	3
Culture	G	A	3	2
Adult Social Care	G	A	3	2
Benefits	G	A	2	2
Housing	G	G	3	3
Childrens' Services	G	G	3	3

Problems have been identified with the execution of the Planning Survey (failure to include unique identifiers for respondents), which has resulted in the BVPI being qualified. As this is a survey that will not be repeated, the BVPI will remain qualified for 2 years. Although this has not affected the CPA score for the **Environment** block it increases the risk of a reduced score should additional BVPIs be qualified next year.

For performance-based BVPIs, data was submitted on time for all indicators in July 2006. Subsequent audit process carried out by the Audit Commission led to the qualification of two BVPIs (re Street Lighting), but these do not form part of the CPA set, though they are scheduled to be introduced to the Environment block in 2007.

Two service scores (**Social Care (Adults)** and **Culture**) have fallen from '3' in 2005 to '2' in 2006. The score for Social Care was strongly disputed at the time the judgment was made by the Commission for Social Care Inspection (CSCI) and we maintain that it does not reflect the performance of the service.

The Culture score has fallen because of three performance indicators below the lower threshold of performance. Two of these indicators were introduced in 2006 as part of the Sport England set. The third relates to levels of book stock in the city's libraries. The ECCS business plan contains tasks to help raise the score back to a '3' in 2007.

The change in scores therefore does not actually reflect a real reduction in performance, rather a disputed judgement in the case of Social Care and a further change to the rules in the case of Culture.

Our **Benefits** score is assessed independently by the Benefits Fraud Inspectorate (BFI), and this work is complete for 2006/07. **Social Care for Adults** is also assessed independently, by the Commission for Social Care Inspection (CSCI).

Use of Resources – Process: The overall project status has moved from red to amber since November 2006. This is based on the progress made on the tasks identified as being high priority by a special meeting of the Use of Resources - Process Project Board in December. Progress on the other tasks within the project have not been reviewed as part of this report due to resources being directed towards the preparation of the Budget Reports to Council on 20th February 2007. To address this situation, the Board will hold an additional meeting in late March/early April to review progress on all of the tasks within the

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project. The support of both Members and Strategic Directors is critical if this project is to be completed successfully.

Use of Resources - Value for Money: Our plan (and self-assessment) assumed an improvement in our VFM score from '2' in 2005 to '3' in 2006. We believed that there had been a decisive change in the balance of cost and performance, in favour of higher performance at (relatively) lower cost.

Although savings achieved (including Gershon) have been recognised by the Audit Commission, our score remains at '2'. The reason for this, according to the Audit Commission, is that we have not 'embedded' VFM in the authority. In short, this means that we have been unable to demonstrate that we have a consistent, comprehensive process for identifying opportunities for improving VFM across the authority and implementing them. There are currently three VFM reviews being undertaken: Council Tax/NNDR collection processes; educational attainment; and parks and open spaces. Further VFM reviews are planned for later in 2007.

Joint Area Review (Children): Good progress has been made. Ofsted has advised that the Annual Performance Assessment (APA) score will feed directly into the CPA and not the Joint Area Review (JAR). The APA will score judgements for overall outcomes, capacity to improve, each of the Every Child Matters outcomes and service management - there will be no separate score/judgement for Social Care. Progress on this project includes: revised priorities for the APA agreed by the Joint Commissioning Group, CYPSP Executive and the Executive Member for Children & Young People's Services; CFL 2nd & 3rd tier officers briefed on changes to JAR/APA process; and contact has been made with Southampton CC to propose joint working on the JAR process/preparation.

Annual Audit and Inspection Letter: This project forms part of the Use of Resources - Process Project, but the items which link to the Annual Audit and Inspection Letter can be clearly identified. Of the 39 tasks in the project, 3 tasks are rated as red and 14 tasks are rated as amber (compared with 11 and 7 respectively in October 2006).

Two of the 3 red tasks relate to training for Members where it has proved difficult to get Members to attend training sessions. Group Leaders have agreed to give their assistance and encourage Group Members to attend training sessions and attempts are being made to arrange the training sessions at times when Members are already in the Civic Offices. The third red task relates to Best Practice on Internal Audit Risk Assessment. This issue been considered by the CIPFA Audit Panel and is currently being discussed by the South Coast Unitaries Audit Group. Alternative ways of achieving the objective of this task are also being considered.

A large majority of the Amber tasks need Member approval or action and it is anticipated that it will be forthcoming by the end of March 2007. Amber tasks were discussed in detail by the Use of Resources - Process Project Board in February and the actions that Members need to take were identified.

Budget status:	<i>No budget for the programme</i>	N/A
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There is neither a specific budget allocated to this programme nor to any of the individual projects. All work is being carried out using existing resources, primarily officer time.

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Issues/ risks:	<i>Risk of resources not being available to undertake work</i>	A
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The following table shows the issues/risk status of the individual projects as identified by their project manager:

Project	Status
Corporate Assessments	A
Direction of Travel	A
Annual Updates / Performance Assessments	A
Use of Resources – Process	A
Use of Resources – Value For Money	A
Joint Area Review (children)	A
Annual Audit & Inspection Letter	A

The main issue/risk identified by projects is the potential lack of resources (staff) to undertake the remaining work. This has been a consistent issue raised by the project managers.

Details of specific issues/risks for individual projects are provided below:

Direction of Travel: Previous Highlight Reports identified the risk relating to the subjectivity of the Direction of Travel judgement. This proved prescient, in that we are now in a situation of calling into question the consistency of the Audit Commission process for scoring Direction of Travel. There is a published process for the review of Audit Commission judgements, but it provides very little detail on the process to be followed by the review manager in arriving at a decision. It is therefore difficult to know how the process will develop.

Annual Updates / Performance Assessments: As predicted in the previous Highlights Report, the score for Culture has fallen to '2' in 2006. This in itself has no negative effect on PCC's overall CPA score, though unless we get back to a '3' in 2007, this does preclude scoring a '4' overall until the next Corporate Assessment.

In terms of ensuring improvement in our scores for the service blocks within CPA, it is unlikely that scores for Culture and Social Care will improve without significant additional funding.

Use of Resources - Process: The main risk for this project is the possibility that as part of the Capital Budget report, Members will be unable to agree to the closure of some operational buildings and review the way some services are delivered. The proposed closures would release surplus properties resulting in capital receipts for new schemes, and also enabling the City Council to achieve revenue savings to fund the forecast revenue budget deficits in future years. The failure to approve the Capital Budget at the Council meeting in February has increased this risk. This affects the financial management element of the use of resources block. This requires the council's capital programme to give "priority to potential capital projects based on a formal, objective approval process" (level 2 requirement) and that "the council makes investment and disposal decisions based on thorough option appraisal and whole-life costing" (level 3 requirement).

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Use of Resources - VFM: Key risk is always that VFM score is based on (moderated) auditor judgement. As such, it is not possible to predict with any degree of certainty the improvements in cost and performance that would be required to increase our VFM score to 3 or more.

Joint Area Review (Children): As previously mentioned the APA score will feed directly into the CPA. Whilst the 2006 APA judgements were mainly good, 2 ECM outcomes (Staying Safe; Enjoying and Achieving) were only satisfactory. The CYPSP Executive, JCG and CFL are all increasing the robustness of their monitoring and challenge to ensure positive progress is achieved.

There is also a risk to the overall **Programme Management** because if this role is required to be undertaken past the next 3-4 months then a new Programme Manager will need to be appointed.

Quality Status:	<i>There are no quality concerns</i>	G
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The following table shows the quality status of the individual projects as identified by their project manager:

Project	Status
Corporate Assessments	G
Direction of Travel	G
Annual Updates / Performance Assessments	G
Use of Resources - Process	A
Use of Resources – Value For Money	G
Joint Area Review (children)	G
Annual Audit & Inspection Letter	A

The main quality concern is around data quality submitted to the Audit Commission, on which Service scores are based. With a small number of reservations, the Audit Commission has expressed that it is satisfied with the quality of data provided by PCC, with the arrangements for collecting such data, and with our monitoring processes.

However, the Audit Commission has recommended that we prepare a Data Quality Strategy, which will not directly impact on our CPA score, but will almost certainly create additional work for officers involved in collecting and submitting data to inform our CPA score.

Forward Plan:	<i>Minor concerns mainly relating to catching up work that has fallen behind schedule</i>	A
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The following table shows the forward plan status of the individual projects as identified by their project manager:

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Project	Status
Corporate Assessments	G
Direction of Travel	G
Annual Updates / Performance Assessments	A
Use of Resources - Process	A
Use of Resources – Value For Money	A
Joint Area Review (children)	G
Annual Audit & Inspection Letter	A

Several projects have produced a revised timetable for completing required work to account for delays.

The main area of work is to ensure that processes become 'embedded' into day-to-day working practices. This is particularly relevant to both of the Use of Resources projects.