

**CABINET**  
**25 March 2025**

**BUSINESS MANAGEMENT AND MONITORING REPORT**  
**JANUARY 2025**

**Report by the Executive Director of Resources & Section 151 Officer**

**RECOMMENDATION**

1. **The Cabinet is RECOMMENDED to**
  - a) note the report and annexes.
  - b) write off £0.1m owed to the council by a company who are in liquidation. (Annex B, para 107).
  - c) write off 17 Adult Social Care contribution debts totalling £0.380m. (Annex B, para 110).
  - d) propose to contribute £5.0m to the Local Government Devolution and Reorganisation reserve from the un-utilised contingency (£3.3m) and unallocated pay inflation of £1.7m, taking the total contribution to £10.0m in 2024/25 (Annex B, para 124)
  - e) approve the transfer of £1.0m funding from IFRS9 reserves to the budget priorities reserve to support rural active travel measures. (Annex B, para 134 - 136)

**Executive Summary**

2. The business management reports are part of a suite of performance, risk and budget documents which set out the council's ambitions, priorities, and financial performance. The [2022 – 2025 Strategic Plan](#) sets out the Council's ambitions. It also shows the priority activities for the current financial year.
3. This report presents the January 2025 performance, risk, and finance position for the council.
4. Further information is provided in the following annexes to the report:
  - i. Annex A – Performance
  - ii. Annex B – Finance
5. The performance section of this report concentrates on performance exceptions (measures reporting Red (off target), or Amber, (slightly off target, Amber for the last two consecutive months or more). The full performance report is included at Annex A.

**Amendments to Measures**

6. Due to the implementation of the new telephony platform, Zoom, in November 2024, the parameters for reporting differ from the previous system, making figures pre and post-November incomparable. The service continues to monitor internally daily to ensure that customers are not negatively impacted. The below measures

have been removed for reporting for the remainder of 2024/25. All corporate KPIs are being reviewed as part of the performance refresh for 2025/26.

- **OCC10.03** Overall customer satisfaction rate for the Customer Service Centre – telephony.
- **OCC10.04** Answer 80% of calls to the Customer Service Centre within 30 seconds (exclude SHCT).
- **OCC10.13** The percentage of customer telephone calls abandoned at the Customer Service Centre.

## Performance Overview

7. The Outcomes Framework for 2024/2025 reports on the council's nine strategic priorities. A further priority relates to running the business and includes the Customer Service Centre and measures included in the council's Financial Strategy. The Outcomes Framework which sits underneath the strategic priorities comprises monthly, quarterly, termly, six-monthly and annual measures which may change as the year progresses. At the appropriate period, relevant measures will be included in the report.

8. As at the end of January 2025 the measures were rated as follows:

January 2025	Green		Amber		Red		Monitoring Only		Data Unavailable		Number of complaint measures where no complaint received or open within time*		Total	
Monthly	13	48.1%	2	7.4%	1	3.7%	6	22.2%	0	0%	5	18.6%	27	100 %

*Table 1: Summary of January 2025 performance for all measures. RAG = Green = meets or exceeds target, Amber = misses target by narrow margin and Red = misses target by significant margin. This table does not include measures from priority OCC11 (finance). \*This column refers only to complaint measures where there were no complaints received or complaints which remain open within timescale.*

- a) A total of 27 measures reported in January 2025 (Table 1), consisting of:
    - 13 measures rated as Green (meeting or exceeding target).
    - 2 measures rated as Amber (missing the target by a narrow margin), of which 2 were Amber for 2+ months.
    - 1 measure rated as Red (missing the target by a significant margin).
    - 6 measures rated as Monitoring only (No target).
    - 0 measures as Data unavailable.
    - 5 measures where there is no data to report due to no complaints being received or the complaint remains open within timeframe.
9. This bi-monthly Cabinet report is the fifth of 2024/2025. The table (Table 2) below compares monthly measures for the 2024/2025 reporting year, please note the number of reported measures fluctuates throughout the year. Any complaints measures that do not receive a complaint within the reporting period are removed for reporting purposes.

Reporting month	Green		Amber		Red		Monitoring Only / No data		Total
April 2024	13	48%	3	11%	2	7%	9	33%	27
May 2024	22	58%	6	16%	2	5%	8	21%	38
June 2024	35	64%	7	12%	2	4%	11	20%	55
July 2024	22	55%	6	15%	4	10%	8	20%	40
August 2024	15	52%	5	17%	2	6%	7	24%	29
September 2024	43	64%	9	14%	7	10%	8	12%	67
October 2024	18	60%	4	13%	1	3%	7	24%	30
November 2024	22	58%	6	16%	3	8%	7	18%	38
December 2024	31	58%	5	9%	4	8%	9	18%	49
<b>January 2025</b>	21	<b>62%</b>	2	<b>6%</b>	5	<b>15%</b>	6	<b>18%</b>	<b>34</b>

Table 2: Comparison of monthly reporting measures for Financial Year 2024/2025. \*April, June, August, October and December measures do not include measures from priority OCC11 (finance). This table does not include complaint measures where no complaints were received in the reporting period or complaints measures where the complaint remains open within timescale.

b) There five measures reporting as Red for the reporting period.

Performance measures reporting Red for January 2025	
OCC01.07 Total % of household waste which is reused, recycled or composted	
OCC11.02 Achievement of planned savings	
OCC11.06 Total Outturn variation for DSG funded services (high needs)	
OCC11.10 Debt requiring impairment - Corporate Debtors	
OCC11.11 Debt requiring impairment - Adult Social Care contribution debtors	

Table 3: Red RAG Status Measures January 2025 Reporting Period

c) Table 4 indicates the direction of travel of measures in January 2025 compared to December 2024.

Status changes – December 2024 to January 2025	
<b>Red to Green</b>	OCC10.11 % of Corporate Complaints (Stage 1) responded to within timescales
<b>Amber to Green</b>	Not applicable
<b>Red to Amber</b>	Not applicable
<b>Green to Amber</b>	Not applicable
<b>Amber to Red</b>	Not applicable
<b>Green to Red</b>	Not applicable

Table 4: Change in Performance direction from December 2024 to January 2025

## Performance Exceptions

10. This section of the report details all measures reporting Red or Amber status (*consecutive for two months or more*) with extracted supporting commentary from the Directorate, the full commentary can be seen at Annex A. The exception report focuses on three exceptions, one measure has a Red rating, and two measures have Amber ratings for two months or more.

### Priority OCC01: Put action to address the climate emergency at the heart of our activities.

This priority has two measures being reported in January 2025: one (50%) is reporting as Green and one (50%) is reporting as Red.

Measure	December Status:	January Status:	Director:
OCC01.07 Total % of household waste which is reused, recycled or composted	Red	Red	Paul Farmer

Table 5: Priority OCC01 Measure Exception – January 2025

### OCC01.07 Total % of household waste which is reused, recycled or composted

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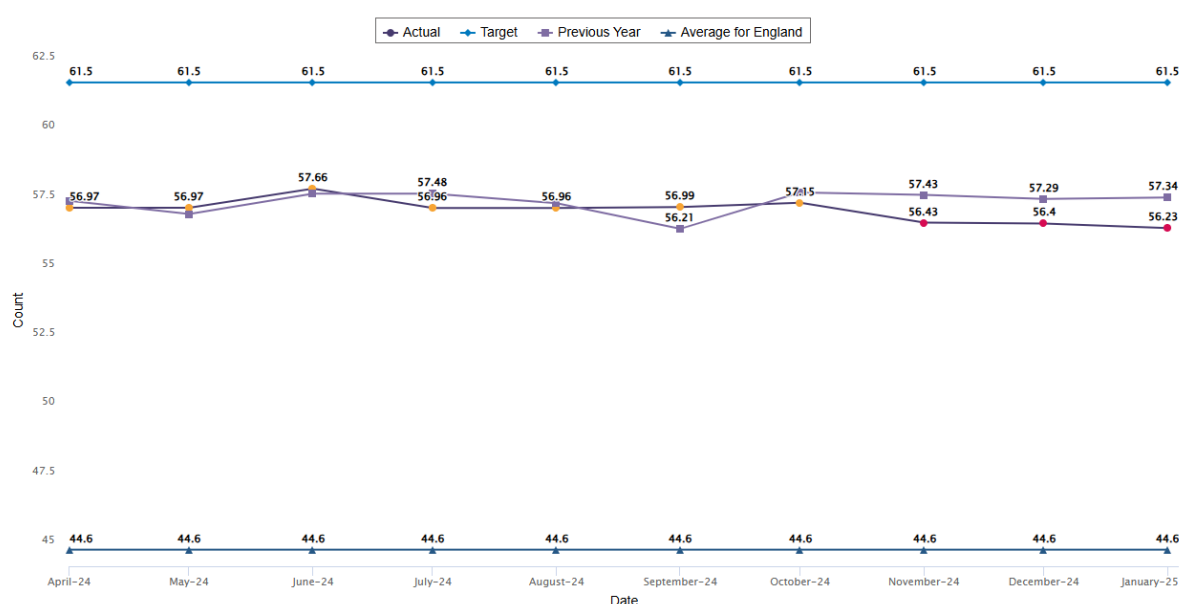


Figure 1: OCC01.07 Monthly performance for 2024/2025 financial year

The percentage of household waste that was reused, recycled, or composted was 56.23% against the year-end target of 61.50%, while the year-to-date performance is slightly higher at 56.87%.

The performance figure is now updated to end of December performance (data is reported one month in arrears). The Figure is the forecast end of year performance. Oxfordshire is the best county in England for recycling, nationally recycling rates have

stagnated for several years. Recent announcements from central government around Simpler Recycling and Extended Producer Responsibility have provided some certainty for the district councils, this may see service changes in the next two years and therefore a step change in the performance.

### Priority OCC04: Support carers and the social care system

This priority has five measures being reported in January 2025: two (40%) are reporting as Green and two (40%) are reporting as Amber exceptions. One measure (20%) is reported as monitoring only.

Measure	December Status:	January Status:	Director:
OCC04.01 % of people who received short-term services during 24/25 with no further support request	Amber	Amber	Karen Fuller
OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)	Amber	Amber	Karen Fuller

Table 6: Priority OCC04 Measure Exceptions– January 2025

### OCC04.01 % of people who received short-term services during 24/25 with no further support request

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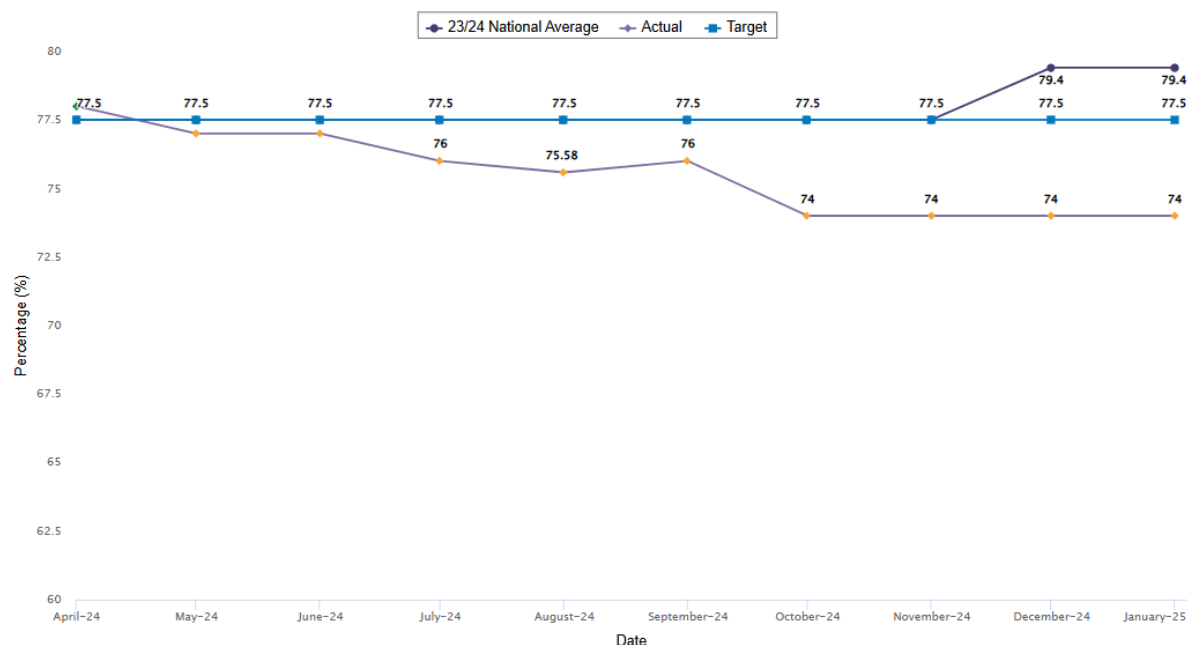


Figure 2: OCC04.01 Monthly performance for 2024/2025 financial year

The percentage of residents who received short-term services in 2024/25 and required no further ongoing support (reablement) has remained at 74.0% (2,010 residents needing no further ongoing support out of a total number of 2,716 residents admitted into the reablement service) since November, which is below the target of 77.50%.

With the introduction of the discharge to assess pathway in January 2024, the reablement service has seen more dependent individuals with higher-level needs accepted into the service. While this is a positive development, the demographic of people accessing the reablement service has changed. The number of people with reduced care needs has increased, while the percentage achieving complete independence has decreased.

Despite this, performance has shown significant improvement over recent years, rising from 57% (1,088 needing no further ongoing support out of a total of 1,914 people admitted into the reablement service) in 2020/21 to 76% (1,190 needing no further ongoing support out of a total of 1,584 people admitted into the reablement service) in 2023/24, though it remains slightly below the 23/24 national average of 79.40% published in December 2024.

Efforts are underway to improve performance, such as working with health partners to expand therapy services across Oxfordshire and recruiting rehabilitation assistants to better address the care needs of people in the reablement service, aiming to increase independence.

### **OCC04.05 Adults aged 65+ (per 100,000) admitted to residential and care homes (stretched target)**

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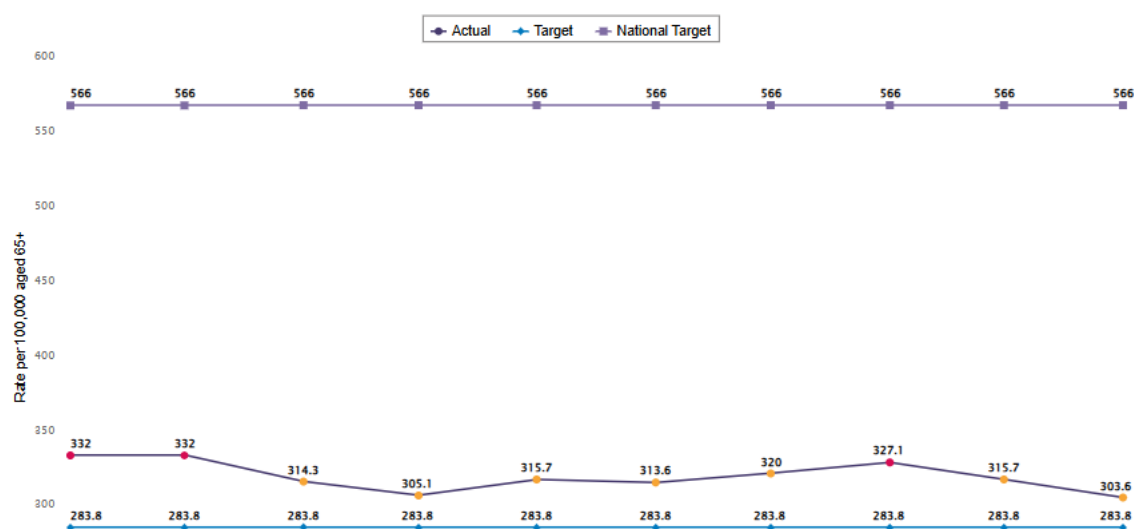


Figure 3: OCC04.05 Monthly performance for 2024/2025 financial year

In January, the actual rate of admissions for the last 12 months for residents aged 65+ per 100,000 population decreased to 303.60 (428 admissions) from 315.7 (445 admissions) per 100,000 population in December.

When compared to last year (2023/24), 480 people were permanently admitted to a care home or a rate of 350 people per 100,000 population. This improvement brings the rate closer to the 2024/25 stretched target of 283.8 per 100,000 (400 admissions) set by the Department of Health and Social Care via the Better Care Fund.

The council continues to outperform the national rate of 566 people per 100,000

population (798 admissions) and ranks 16th nationally out of 152 authorities.

To reduce permanent care home admissions, efforts are being made to enhance support for people at home. This includes increasing home care services and expanding extra care housing, with a 6% increase in home care hours purchased compared to 12 months ago.

### Priority OCC11: Running the business

This priority has 12 bi-monthly measures being reported in January 2025: eight (67%) are Green, zero (0%) Amber, and four (33%) Red.

Measure:	November Status:	January Status:	Director:
OCC11.02 Achievement of planned savings	Red	Red	Lorna Baxter
OCC11.06 Total outturn variation for DSG funded services (high needs)	Red	Red	Lorna Baxter
OCC11.10 Debt requiring impairment – Corporate debtors	Red	Red	Lorna Baxter
OCC11.11 Debt requiring impairment – Adult Social Care contribution debtors	Red	Red	Lorna Baxter

Table 7: Priority OCC11 Measure Exceptions - January 2025

Please refer to 'Financial Position' Section and Annex B for additional information relating to OCC11: Running the business - Finance.

### Performance Highlights

11. This section of the report concentrates on several highlights achieved this period in delivering the council's strategic priorities.

#### **Put action to address the climate emergency at the heart of our work**

Link: [Council aims to go beyond net zero by removing carbon emissions](#)

Oxfordshire County Council has set a target to go beyond net zero by actively removing carbon emissions, becoming the first UK local authority to do so. The council aims to extend its carbon neutral target to include carbon dioxide removal, focusing on methods like afforestation, biochar, and soil carbon sequestration. The council plans to scale the market for carbon dioxide removal through policy and partnerships, benefiting rural economies and adapting to climate change. The market for carbon dioxide removal technologies is currently at an early stage, and so this initiative by Oxfordshire County Council will help kickstart development.

#### **Tackle inequalities in Oxfordshire**

Link: [Over 200 laptops gifted to get vulnerable people online](#)

Oxfordshire County Council donated 209 refurbished laptops to Getting Oxfordshire Online, a charity that helps people access the internet. This initiative supports foodbank users, refugees, and those at risk of homelessness, aligning with the council's digital inclusion strategy to reduce inequalities in the county. The charity not only refurbishes and distributes the devices but also helps people to access the data,



training and the support they need to get online.

### **Creating opportunities for children and young people to reach their full potential**

*Link: [Young music students to bring 'the force' to the Sheldonian](#)*

Music students from across Oxfordshire showcased their talents at the Sheldonian Theatre. The event featured the Oxfordshire County Council youth orchestra performing the Star Wars suite by John Williams. Audience members also enjoyed beatboxing activities and a unique performance of "Voice-Leading," a concerto for beatboxer and orchestra by Alessandra MacKinnon-Botti. Many of the participating pupils have special educational needs and disabilities, and music offers them a powerful means of self-expression, overcoming challenges, and setting aspirations and goals.

### **Prioritise the health and wellbeing of residents**

*Link: [Council reaffirms commitment to supporting people directly home after a hospital admission](#)*

Oxfordshire County Council is prioritising the Discharge to Assess programme, which helps patients return home quickly and safely after hospital stays. This programme has improved patient experiences by reducing hospital discharge delays and increasing the chances of regaining independence at home with 73% of patients regaining pre-admission independence. The council is committed to remodelling the service to better support residents with complex needs.

### **Invest in an inclusive, integrated, and sustainable transport network**

*Link: [Construction completed on southwest section of Benson Relief Road](#)*

Residents and visitors in Benson are now enjoying easier travel to the Cala housing development, with the completion of Oxfordshire County Council's 250-metre section of the Benson Relief Road. This new infrastructure is crucial for the village, significantly reducing through traffic in the village centre. The construction of the road promotes cycling and walking, which helps decrease car usage, congestion, local emissions, and improves air quality. The project was completed on time and within budget, achieving notable carbon savings equivalent to 127 return flights from London to New York. The use of recycled materials and design changes further minimised the environmental impact.

### **Work with local businesses and partners for environmental, economic, and social benefit**

*Link: [Council run initiative helps entrepreneur to start her own business](#)*

Sadia Ali, a former investment banker, successfully started her own business with the help of Oxfordshire County Council's Business and Intellectual Property Centre (BIPC). The BIPC provided her with resources, support, and a conducive working environment, which she found invaluable. She highlighted the importance of the centre's free resources, mentoring, and networking opportunities for new entrepreneurs. The BIPC, located in the Oxford Westgate Library, offers various services and activities for start-ups, including one-on-one support and workshops.



## Strategic Risk Management Overview

12. A strategic risk is a risk to the council's strategic priorities or long-term outcomes; or a risk with a significance that has an impact at the corporate level.
13. Strategic risks are being developed with the services for Devolution and Local Government Reform and Section 106 Agreements.
14. The table below provides an overview of the current strategic risk position. Strategic risks are reviewed monthly as part of the business management and monitoring process. Risks can be added and escalated at any time during the year.
15. Of the ten strategic risks, all remain static, with the consistent scoring as reported in December 2024. From February 2024 Strategic Risk 08 Policy and Budget has been de-escalated to operational level.







Status Indicator	Status Description
	Residual risk rating is high (Score 16 and above)
	Residual risk rating is medium (Score 10 - 15)
	Residual risk rating is low (Score 1 – 9)
	Residual risk rating has decreased
	Residual risk rating has maintained
	Residual risk rating has increased

Table 8: Strategic Risk Key for January 2025

Risk name	Risk Description	Inherent Score	Previous Residual Risk Score	Current Residual Risk Score	Current Residual Risk Rating	Direction of Travel
01. Financial resilience	The council is not financially sustainable in the immediate/medium term.	25	12	12		→
02. Cyber security	A successful and significant Cyber-attack leading to disruption, damage or compromise of any of the council's computer services, information systems, infrastructure or data.	25	15	15		→
03. HIF1 & HIF2	HIF1 and HIF2 become undeliverable and/or potential financial risk to the council.	16	12	12		→
04. Managing Demand across Adults' and Children's Services	Fluctuating demand of community across Oxfordshire can result in varying requirements in resource.	15	8	8		→
05. Special Educational Needs and Disabilities	Local area SEND partnership inspection outcomes found widespread systemic failure. Delay for children having their SEND needs met. Reputational damage (locally, regionally, and nationally).	20	12	12		→
06. Oxford Core Schemes	Failure to deliver Oxford Core Schemes (Traffic Filters, Workplace Parking Levy, Zero Emissions Zone and associated city area schemes such as Low Traffic Neighbourhoods) with public support.	20	16	16		→
07. Strategic Workforce Planning	A risk that the county council's workforce does not have capacity, capability or resilience to deliver key functions, statutory services or transformational changes required to ensure the councils objectives and long-term priorities are met. Further, that the diversity of the workforce satisfies statutory requirements.	16	12	12		→
08. Policy & Budget	Inability to seek agreement in relation to the policy and budget framework from a minority administration.	25	8	8		→
09. Delivering the Future Together	Failure to deliver organisation wide transformation.	25	8	8		→
10. Climate Impact	Increasing vulnerability to climate impacts leads to failure of key infrastructure and services with a direct impact on health, safety, environment, and businesses.	25	20	20		→

Table 9: Strategic Risk Overview for January 2025

## Overall Financial Position

16. As shown below there is a forecast service area overspend of £0.6m. This has improved by £3.7m compared to the position reported to Cabinet in January 2025. After taking account of an underspend against budgets held for contingency and inflation, additional interest receivable on balances held by the council and anticipated capital financing costs, the overall position is a forecast underspend of £10.5m.

	Latest Budget Jan-25 £m	Forecast Spend Jan-25 £m	Forecast Variance Jan-25 £m	Forecast Variance Jan-25 %	Forecast Variance Nov-24 £m	Change Since Nov-24 £m
Adult Services	249.7	245.5	-4.2	-1.7%	0.0	-4.2
Children's Services	202.7	204.0	1.3	0.6%	1.3	-0.0
Environment & Highways	53.2	53.4	0.2	0.4%	0.8	-0.6
Economy & Place	16.9	17.1	0.1	0.9%	0.0	0.1
Oxfordshire Fire & Rescue Service and Community Safety	28.9	29.5	0.6	2.1%	0.7	-0.1
Public Health & Communities	12.9	13.1	0.2	1.5%	0.2	-0.0
Resources and Law & Governance	61.5	62.8	1.3	2.2%	1.3	0.0
Transformation, Digital & Customer Experience	6.6	7.6	1.0	15.0%	0.0	1.0
<b>Service Areas Total</b>	<b>632.3</b>	<b>632.8</b>	<b>0.6</b>	<b>0.1%</b>	<b>4.3</b>	<b>-3.7</b>
<b>Budgets Held Centrally</b>						
Capital Financing	21.3	17.8	-3.5	-16.5%	-3.5	-0.1
Interest on Balances	-10.7	-15.3	-4.6	43.4%	-4.6	0.0
Contingency	3.8	0.5	-3.3	-88.0%	0.0	-3.3
Pay Inflation	6.2	1.6	-4.7	-74.8%	-4.7	0.0
Un-ringfenced Specific Grants	-56.9	-56.9	0.0	0.0%	0.0	0.0
Insurance	1.7	1.7	0.0	0.0%	0.0	0.0
Contribution from COVID-19 reserve	-3.8	-3.8	0.0	0.0%	0.0	0.0
Contribution from Budget Priority Reserve	1.6	1.6	0.0	0.0%	0.0	0.0
Contributions to reserves	17.9	22.9	5.0	28.0%	0.0	5.0
<b>Total Budgets Held Centrally</b>	<b>-18.8</b>	<b>-29.9</b>	<b>-11.1</b>	<b>59.2%</b>	<b>-12.8</b>	<b>1.6</b>
<b>Net Operating Budget</b>	<b>613.5</b>	<b>603.0</b>	<b>-10.5</b>	<b>-1.7%</b>	<b>-8.5</b>	<b>-2.1</b>
Business Rates & Council Tax funding	-613.5	-613.5	0.0	0.0%	0.0	0.0
<b>Forecast Year End Position</b>	<b>-0.0</b>	<b>-10.5</b>	<b>-10.5</b>	<b>-1.7%</b>	<b>-8.5</b>	<b>-2.1</b>

### Summary of Service Area positions:

17. Adult Services are now reporting an underspend of £4.2m. The underspend is attributed to the system's diligent approach to achieve efficiencies related to market and operational management.

18. The forecast overspend of £1.3m for Children's Services has remained unchanged and is due to Homes for Transport demand changes for the new academic year. There are also risks in the delivery of savings built into the 2024/25 budget.
19. Environment & Highways forecast has reduced by £0.6m compared to the position reported to Cabinet in January 2025. There is a £1.8m pressure in Network Management relating to the underachievement of lane rental income savings, offset by a £1.6m underspend in Highways maintenance from a reduction in energy costs from lower energy activity.
20. Economy and Place are forecasting an overspend of £0.1m as a result of legal costs awarded against the council from a planning appeal.
21. The forecast overspend of £0.2m within Public Health & Communities relates to the Library Service. The forecast £0.6m underspend against the Public Health grant funding will be transferred to reserves at year end.
22. The forecast overspend for the Oxfordshire Fire & Rescue Service and Community Safety is driven by risks in the delivery of previously agreed savings built into the 2024/25 budget. This has improved by £0.1m since the last report.
23. Resources and Law & Governance forecast overspend of £1.3m remains unchanged and is in part driven by high locum costs in the Legal Service.
24. Transformation, Digital & Customer Experience are forecasting an overspend of £1.0m due to risks in the delivery of savings built into the 2024/25 budget.

Centrally held budgets:

25. £6.3m of the £14.4m pay inflation budget has been used to meet the cost of the additional pay inflation in 2024/25 following the agreement of the Green Book pay award, £0.4m continues to be held to meet the cost of pay inflation for vacant posts when they are recruited to. £1.3m has been used to fund a one-off contribution to the Local Government Reorganisation reserve (a further £1.7m is recommended to be applied). This leaves a one-off underspend of at least £4.7m which has been reflected in the forecast. The on-going budget that is not needed to fund pay inflation in 2024/25 will roll forward and will be available to meet the cost of pay inflation in 2025/26.
26. Based on the forecast service position, £7.0m of the contingency budget can be used to fund a one-off contribution to the Local Government Devolution and Reorganisation reserve. This is an increase of £3.7m since the report to Cabinet January 2025 and, when added to the contribution referred to in paragraph 10, takes the total contribution to the reserve during 2024/25 to £10m.

Other Financial elements:

27. Savings: The 2024/25 budget includes planned service areas savings of £30.1m. 54% of these savings are assessed as delivered and 67% are forecast to be

delivered by the end of the financial year.

28. Reserves: In January 2025 Cabinet approved the creation of a new reserve to hold funding to support the implementation of devolution and reorganisation proposals in Oxfordshire and a contribution of £5.0m.
29. It is proposed to supplement further the newly created reserve with another one - off contribution of £5.0m made up of £3.3m from the contingency budget and £1.7m from the remaining unallocated budget for pay inflation that is not required to be used in 2024/25. The total held would then be £10.0m.
30. The implementation of IFRS 9 (changes in value of Treasury Management Pooled Funds at year end) for existing investments has been extended from 1 April 2025 to 1 April 2029. Due to this extension, it is proposed to redirect £1.0m from the IFRS 9 reserve to the Budget Priorities reserve to support rural active travel measures.
31. General balances: The risk assessed level of one – off funding held in general balances in 2024/25 is £30.2m. A residual balance of £2.3m relating to the underspend at the end of 2023/24 was agreed to be held in balances as part of the Provisional Outturn Report for 2023/24. After taking account of the forecast underspend, balances are currently forecast to be £12.9m above the risk assessed level as at 31 March 2025.
32. Dedicated Schools Grant: The forecast 2024/25 deficit compared to Dedicated Schools Grant (DSG) funding for High Needs is £31.9m, £10.6m higher than the budget approved by Council in February 2024. The CIPFA code of practice requires negative High Needs DSG balances to be held in an unusable reserve. The forecast deficit increases the cumulative negative High Needs DSG balance held in this reserve from £55.8m as at 31 March 2024 to £87.7m at 31 March 2025.

### **Financial Implications**

33. This report includes an update on the forecast financial position and risks for the council along with action being taken to manage the budget within the position agreed by Council in February 2024. Strong and sustained financial management, collective action and oversight continues to be required to ensure that services are managed within budgets in 2024/25 and on-going into 2025/26.

Comments checked by: Kathy Wilcox, Head of Corporate Finance and Deputy Section 151 Officer.

### **Legal Implications**

34. The budget is a non-executive function; however the Cabinet has a duty under the Local Government Act 2000 to monitor the budget and make any recommendations to Council as they think fit. The Council's constitution at Part 3.2 (Budget and Policy Framework) and Part 3.3 (Virement Rules) reflects the statutory obligations and responsibilities of both the Cabinet and the Full Council

in approving, adopting and implementing the council's budget and policy framework. These decisions are in accordance with the Council's virement rules as set out in the Constitution as they do not require a major change in policy.

35. The statutory framework for the prudential financial system is set out in the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003. These Regulations provide that the Council must have regard to CIPFA codes in managing its budget. The Code of Practice on Local Authority Accounting and the Service Reporting Code of Practice for Local Authorities are issued as statutory guidance. The Council has a fiduciary duty to council taxpayers, which means it must consider the prudent use of resources, including control of expenditure, financial prudence in the short and long term and the need to act in good faith in relation to compliance with statutory duties and exercising statutory powers.

Comments checked by: Kim Sawyer Interim Head of Legal & Governance

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