



TREASURY POLICY AND STRATEGY STATEMENTS 2014/15

1. Purpose of Report

1.1 The purpose of this report is to present to Audit Committee the 2014/15 Treasury Policy and Strategy Statements (including the Annual Investment Strategy) for information and comment. The Statements were approved by Full Council on 27th February 2014.

2. Background

2.1 The Treasury Management Code of Practice requires local authorities to produce a Treasury Management Strategy and Policy Statement on an annual basis.

2.2 The Council adopted the original CIPFA Code of Practice on 13th February 2002, and this resolution is carried through to the revised Code. Therefore, the attached Treasury Policy Statement and Treasury Strategy Statements for 2014/15 have been prepared in compliance with the revised Code.

3. Treasury Policy Statement

3.1 Attached at Annex A is the Council's Treasury Policy Statement (TPS) for 2014/15. This complies with the requirements of the Code and is submitted for approval.

3.2 This Statement defines the Council's policies, objectives and approach to risk management of its treasury management activities. Further detail is contained within the Authority's Treasury Management Practices (TMPs) document. This is the key systems document for the Council in the operation, review and performance assessment of the Treasury Management function.

3.3 The Code recommends the TPS should include the organisation's high level policies for borrowing and investments and these requirements are addressed within the 2014/15 document.

4. Treasury Strategy Statement

4.1 Attached at Annex B is the Council's Treasury Strategy Statement (TSS) for 2014/15. The statement includes information on:

- Outlook for interest rates
- Borrowing requirements and strategy (for the General Fund and Housing Revenue Account).
- Annual Investment Strategy

- Approach to risk management
 - Minimum Revenue Provision (MRP) Statement for 2014/15
- 4.2 The TSS is based on the assumption that prevailing low interest rates will continue throughout the financial year.
- 4.3 The Council's borrowing strategy is to minimise interest costs whilst seeking to address the General Fund interest rate exposure and refinancing risk. This approach will consider a range of borrowing options including:
- Continuing the process of internal borrowing
 - Continuing temporary/ short-term borrowing from other local authorities
 - A phased programme of long-term borrowing aimed at reducing interest rate and refinancing risk
 - Taking fixed rate debt to cover maturities
 - Restructuring / rescheduling existing debt
- 4.4 The key aim of the HRA borrowing strategy is to manage the affordability of debt repayments within the 30 year business plan. There is a limited borrowing requirement in 2014/15 and the initial strategy will be to internally borrow.
- 4.5 The TSS outlines the Council's MRP Statement for 2014/15. The Council will apply the asset life method in respect of unsupported capital expenditure.

5. Annual Investment Strategy

- 5.1 In compliance with CLG Guidance the Council's investment priorities are security, liquidity and then yield.
- 5.2 The 2014/15 investment strategy has been developed to take into account continuing uncertainty within the financial markets and recent changes to the regulatory framework. The key theme is that diversification has been added to the Council's investment priorities.
- 5.3 As a result of the Council's strategy of internal borrowing, investment balances will remain depleted. This approach, combined with low money market rates will reduce the level of investment income.

6. Risk Implications

- 6.1 The successful identification, monitoring and control of risks are an integral element of treasury management activity. The most significant risks to the Council are considered to be counterparty risk, interest rate risk and refinancing risk, and these are addressed in detail throughout the strategy.
- 6.2 In a further effort to enhance the management of risk, an additional Appendix is included within the strategy. This details how the Council seeks to mitigate

treasury management risk and includes an assessment of probability and impact for each risk.

7. Recommendation

- 7.1 Audit Committee to note the Council's Treasury Management Policy and Treasury Statements for 2014/15.

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Annex A

TREASURY POLICY STATEMENT

2014/2015

1 Introduction & Background

- 1.1 The Treasury Management Code of Practice requires local authorities to produce a Treasury Management Strategy and Policy Statement on an annual basis.
- 1.2 The Council adopted the original CIPFA Code of Practice on 13th February 2002, and this resolution is carried through to the revised Code. Therefore, the Treasury Policy Statement for 2014/15 has been prepared in compliance with the revised Code.
- 1.3 Accordingly, the Council will create and maintain the following key documents in accordance with the revised Code of Practice and other relevant guidance:
 - Treasury Management Policy Statement, outlining the key objectives of its treasury management activities;
 - Treasury Management Strategy Statement including the Annual Investment Strategy setting out the specific expected treasury activities for the forthcoming financial year;
 - Treasury Management Practices (TMP) setting out the manner in which the Council will seek to achieve its objectives, and prescribing how it will manage and control those activities;
 - Treasury Management Prudential Indicators as prescribed within the Prudential and Treasury Management Codes.
- 1.4 The Council will receive reports on its treasury management activities, including as a minimum, an annual strategy for the forthcoming year, an annual report after year end and interim quarterly reports.
- 1.5 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Full Council, and for the execution and administration of treasury management decisions to the Assistant Chief Executive of Finance, Property and Information Services, who will act in accordance with the Council's Policy Statement and the CIPFA Code of Practice.
- 1.6 The Council nominates the Treasury Management Panel and the Audit Committee as being responsible for ensuring the effective scrutiny of the treasury management strategy and policies.
- 1.7 The Treasury Management Panel will meet on a bi-monthly basis to monitor and review the Council's implementation of the Treasury Management Strategy and Policy. The Audit Committee will receive reports through which it will gain assurance regarding the effective implementation of the Strategy and Policy.
- 1.8 The Treasury Management function will be subjected to an independent internal audit review on annual basis as a designated core system and was given substantive assurance, the highest rating, following the last review. The function is also subject to external audit inspection as part of the final accounts review.

2 Policies and Objectives of Treasury Management Activities

- 2.1 The Council defines its treasury management activities as:

“the management of the organisation’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”

2.2 Approved activities of the Treasury Management operation cover:

- borrowing;
- lending;
- debt repayment and rescheduling;
- consideration, approval and use of new financial instruments and treasury management techniques;
- managing cash flow;
- banking activities;
- leasing
- managing the risk associated with the Council’s treasury management activities

2.3 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will include their risk implications for the organisation.

2.4 This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.

2.5 The Council’s borrowing will be affordable, sustainable and prudent and consideration will be given to the management of interest rate risk and refinancing risk. The Assistant Chief Executive of Finance, Property and Information Services has delegated powers to select the most appropriate form of capital financing (including leasing arrangements) from the approved sources. The source from which the borrowing is taken and type of borrowing should allow the Council transparency and control over its debt.

2.6 The Council’s primary objective in relation to investment remains the security of capital. The liquidity of the Council’s investments and the yield earned remain important but secondary considerations.

2.7 The Annual Investment Strategy details the categories of investment the Council will invest in, maturity periods and criteria for selecting investment counterparties. Any revisions to these criteria will require Council approval.

**TREASURY STRATEGY STATEMENT
2014/15**

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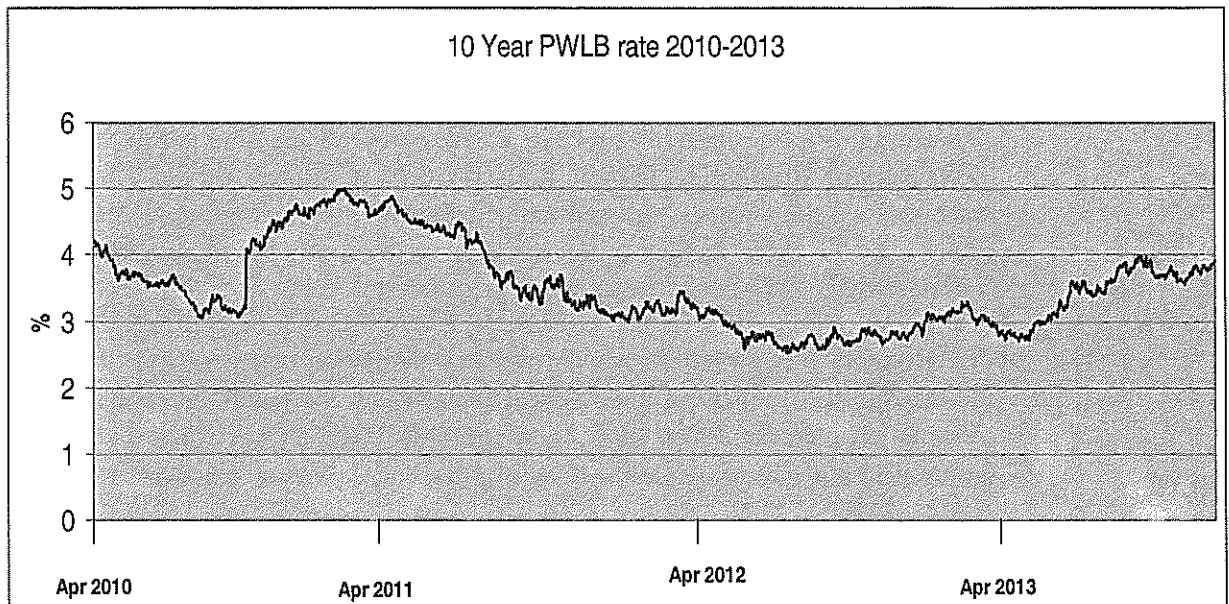
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1. Background

- 1.1 The Council is required to produce a Treasury Management Strategy Statement (TMSS) and Prudential Indicators (PIs) on an annual basis. The TMSS also incorporates the Annual Investment Strategy (AIS). Together, these cover the financing and investment strategy for the forthcoming financial year. The PIs for 2014/15 to 2016/17 are included at Appendix C.
- 1.2 The Council is responsible for its treasury decisions and activity. The successful identification, monitoring and control of treasury management risk are integral to treasury management activity. The following 2014/15 TMSS sets out how the Council intends to address the most significant risks and a schedule is included at Appendix A.
- 1.3 In order to implement the strategy and monitor treasury management activity, the Council has set up a Treasury Management Panel. Chaired by the Assistant Chief Executive Finance, Property & Information Services and including the Cabinet and Deputy Cabinet spokespersons for Finance and Property Services, the TM Panel meets on a regular basis to ensure that the approved treasury strategy is implemented.

2. Outlook for Interest Rates

- 2.1 There has been no change to UK monetary policy and the official bank rate has remained at 0.5% into 2014 and is unchanged since 2009. Arlingclose, the Council's treasury advisors, expect the official bank rate to remain at this level until at least 2016.
- 2.2 The Monetary Policy Committee (MPC) has recently issued its Forward Guidance which demonstrated their commitment to keeping rates low for an extended period. The guidance uses the unemployment rate of 7% as a threshold for when the MPC would consider whether or not to raise interest rates, subject to certain 'knock-outs'.
- 2.3 In January 2014 unemployment unexpectedly fell to 7.1% and it is likely to reach the 7% threshold materially earlier than previously expected. At the January 2014 meeting of the MPC members saw no immediate need to raise the bank rate even if the 7% threshold were to be reached in the near future. Consequently when the time did come to raise rates, it would be appropriate to do so only gradually.
- 2.4 Whilst the official base rate has remained static, borrowing rates over the same period have shown some volatility. The following graph illustrates the movement in the 10 year PWLB maturity rate from April 2010 to December 2013 (during which period the base rate remained at 0.5%).



- 2.5 The low rates of 2012 were as a result of a number of factors (such as Quantitative Easing and investor's perception of the UK as a safe-haven) driving down gilt yields and hence borrowing rates. This downward pressure on gilts has eased somewhat and rates have started to trend upwards. The forecast is for long-term borrowing rates to increase between 0.7% and 1.1% up to December 2016.
- 2.6 Given the Council's (specifically the General Fund's) ongoing borrowing requirement and existing exposure to interest rate movements (see 4.2), the forecasting and monitoring of borrowing rates and the associated management of risk is a key issue for 2014/15. The following strategy outlines how the Council intends to manage this risk.

3. Debt Split – Two Pool Approach

Background

- 3.1 Following the reform of the HRA Subsidy system, the Council adopted the two-pool approach to debt management, maintaining separate pools for the General Fund (GF) and Housing Revenue Account (HRA).
- 3.2 Maintaining two pools in theory allows decisions on the structure and timing of borrowing to be made independently. Whilst the key issue facing the GF is one of short-term affordability, the HRA has to consider treasury management as a key risk against the viability of the 30 year business plan.
- 3.3 To address these differing requirements borrowing strategies for both the HRA and GF have been produced.

GF Borrowing Requirement

- 3.4 The Council's underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). To ensure that this expenditure will ultimately be financed, local authorities are required to make a Minimum Revenue Provision (MRP) for repaying debt from within the revenue budget each year.

3.5 Capital expenditure not financed from internal resources (i.e. Capital Receipts, Capital Grants and Contributions, Revenue or Reserves) will produce an increase in the CFR and in turn produce an increased requirement to charge MRP in the revenue account. A separate statement on the Council's policy on MRP is shown at Appendix D.

3.6 The GF's estimated CFR is shown below:

	Estimate 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Capital Financing Requirement (CFR)	656	653	649	635
Less: Other Long Term Liabilities	246	238	231	222
Borrowing CFR	410	415	418	413
Less : Existing Profile of Borrowing	288	283	281	276
Cumulative Maximum External Borrowing Requirement	122	132	137	137
Usable Reserves	99	99	99	99
Cumulative Net Borrowing Requirement	23	33	38	38

3.7 The GF has a significant ongoing borrowing requirement as shown in the table above. This is as a result of the strategy of internal rather than external borrowing to fund major capital schemes such as the Building Schools for the Future Programme and the markets development.

3.8 Given the GF's forecast CFR position as at 31/3/2014, it is anticipated there will be a further external borrowing need in the current financial year as the level of unfunded CFR exceeds the available balances and reserves, illustrated by the positive net cumulative borrowing requirement of £23M.

3.9 This position is subject to change as factors such as capital slippage, working capital and the level of investments will all impact on the borrowing requirement. Officers will monitor the Council's cash position to ensure sufficient liquidity is maintained.

4 The Council's borrowing strategy (GF)

Aim

- 4.1 Given the significant cuts to local government funding, the GF's borrowing strategy seeks to address the key issue of affordability whilst managing the interest rate risk and refinancing risk contained within the debt portfolio.

Interest Rate Risk

- 4.2 As stated at 3.2, the risk profile of the GF has altered significantly following the apportionment of debt resulting from the implementation of self-financing. The GF loan pool is now subject to a much greater degree of interest rate risk, as shown below (estimated at 31.3.14):

Borrowing method	Value (£M)	% of portfolio	Interest Rate Risk
PWLB - fixed	156	38	No
Market Fixed	27	7	No
PWLB – variable	35	9	Yes
Temporary Borrowing	70	17	Yes
Internal Borrowing / Borrowing Requirement	122	29	Yes
TOTAL	410	100	

Note – although market loans are viewed as fixed rate borrowing, there is a potential interest rate risk attached to these instruments should the lender exercise the call option.

- 4.3 Assuming an estimated borrowing CFR of £410M (CFR less long-term liabilities) at the end of 2013/14, 55% (£227M) of the GF loan pool is exposed to short-term interest rate movements and in the case of temporary borrowing, refinancing risk.
- 4.4 Exposure to variable interest costs will be offset to some extent by maintaining a level of variable rate investments. Assuming investments of £40M, net interest rate exposure is reduced from 55% to 50%.
- 4.5 However, it may be more beneficial to examine interest rate exposure in the context of a 'liability benchmark'. It is highly unlikely the Council would borrow up to the CFR and externalise all internal borrowing in the short to medium term. The use of a 'liability benchmark' attempts to give a more realistic value to the borrowing requirement and in essence represents a level of debt required to keep investments at a minimum liquidity level.

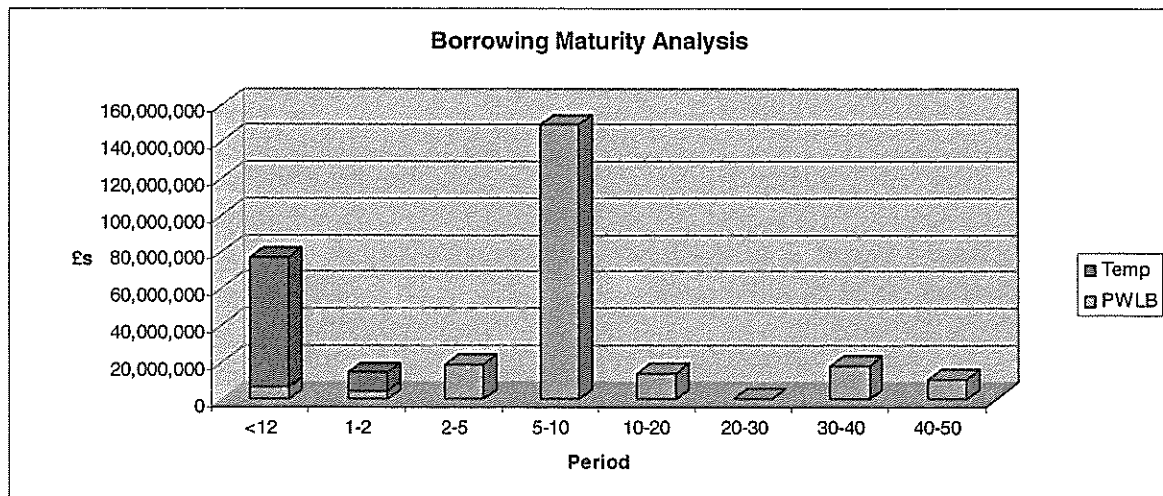
- 4.6 Assuming a 'liability benchmark' of £320M, the interest rate exposure can be recalculated as follows:

Borrowing method	Value (£M)	% of portfolio	Interest Rate Risk
PWLB - fixed	156	49	No
Market Fixed	27	8	No
PWLB – variable	35	11	Yes
Temporary Borrowing	70	22	Yes
Internal Borrowing / Borrowing Requirement	32	10	Yes
TOTAL	320	100	

- 4.7 Using the liability benchmark reduces interest rate exposure to 40% which although significant represents a more realistic picture.
- 4.8 Retaining a relatively high level of exposure has clear benefits in reduced interest costs. The GF's share of existing PWLB variable rate loans (£35M) continues to represent excellent value with an interest rate of 0.56% and the average rate payable on temporary borrowing is 0.38% (Dec 13).
- 4.9 It is important to view the interest rate risk against the cost of shutting that risk down. For example, the rate on the £70M of internal borrowing is calculated at 0.38% in Dec 2013. A 5 year and 10 year fixed rate PWLB loan would cost 2.92% or 3.94% (end Dec 2013) respectively. If the mid-point is taken on these rates, the cost of eliminating this interest rate risk is roughly 3%, equating to a monthly cost of £178K or £2.14M per annum.
- 4.10 However, the current composition of the portfolio is potentially over- exposed to interest rate fluctuations. A 1% increase in variable interest rates (calculated on the liability benchmark) would increase interest payments by just under £1.25M per annum.

Refinancing Risk

- 4.11 The strategy of using inexpensive temporary borrowing to fund capital expenditure does expose the Council to a degree of refinancing risk as shown in the table below.



4.12 Whilst there is limited PWLB borrowing maturing in the next five years, over £70M of temporary borrowing from other local authorities is set to mature within the next 12 months. This source of funding is not guaranteed and rates are dictated to some extent by the supply and demand, which represents an ongoing risk

4.13 Low interest rates mean the Council's £63M of LOBOs loans (GF share of £27M) are unlikely to be called in 2014/15. The interest rate of 4.75% is above current PWLB levels and therefore the refinancing risk in respect of these loans is low when taking into account of prevailing market conditions. The Council will take the option to repay the LOBO loans at no cost should the opportunity arise to do so.

Strategy

4.14 The borrowing strategy for 2014/15 will continue to focus on interest costs in order to minimise the impact on the Council's overall revenue budget however it will also seek to address the GF interest rate risk exposure and refinancing risk. The approach will consider a range of options to address these aims including:

1. Continuing the process of internal borrowing
2. Continuing temporary/ short term borrowing from other local authorities.
3. A phased programme of long-term borrowing aimed at reducing interest rate risk and refinancing risk especially for future borrowing.
4. Taking fixed rate debt to cover maturities, generating guaranteed savings.
5. Restructuring/ rescheduling existing debt.

The potential combination of these 5 approaches should help to keep interest payments at relatively low levels, whilst gradually reducing the GF's exposure to interest rate and refinancing risk.

Internal Borrowing Strategy

4.15 Following on from the previous year, it is anticipated that at 31st March 2014, the GF will be in an internally borrowed position. Essentially, this means that the level of actual debt is below the CFR, and therefore the GF has used internal resources (reserves and balances) to fund some of its unfinanced capital expenditure.

- 4.16 The strategy of internal borrowing has two main benefits:
- The ‘cost of carry’ associated with long-term fixed rate borrowing compared to investment returns is such that the use of internal resources remains an attractive means of minimising external debt payments.
 - The use of internal resources reduces the funds available for investment thereby reducing credit risk. This is a key consideration given the Council’s investment priority of maintaining capital.

4.17 Whilst the strategy is to reduce cash balances, the Council will aim to maintain a suitable level of liquid cash so as not to expose the Council to undue liquidity risk. This will allow decisions on further borrowing to be made using a considered approach, with flexibility around the timing of new borrowing.

Temporary Borrowing Strategy

4.18 The GF will continue to access short-term borrowing opportunities from other local authorities. The restricted lending list of most authorities means that they are willing to lend at rates close to the base rate (0.5%) for periods up to one year.

4.19 The use of temporary borrowing injects volatility into the portfolio in terms of interest rate and refinancing risk, but this is offset by reduced interest costs. At a time of increasing budgetary pressures, the use of temporary borrowing is a key consideration when balancing the requirements of risk versus affordability.

4.20 Officers will attempt to mitigate the refinancing risk by spreading the maturity profile of these loans as much as possible within the constraints of what is available. Officers have already secured some two year funding at rates of circa 0.70%.

Phased Programme of Longer-Term Borrowing

4.21 Achieving a suitable balance between minimising interest costs and reducing interest rate risk and refinancing risk maintaining the long-term stability and affordability of the portfolio is a key borrowing theme. As such, consideration will also be given to undertake a phased programme of longer-term borrowing.

Maturing Loans

4.22 A list of maturing loans over the next 5 years (GF element) is shown below:

Year	2014/15	2015/16	2016/17	2017/18	2018/19
Amount	£1.7M	No maturity	£2.1M	£8.6M	No maturity
Rate	9.0%	No maturity	8.6%	7.8%	No maturity

** this represents maturity loans only. There are number of part repayments on annuity and equal installment of principal loans.*

- 4.23 Given the rates on the maturing loans, the Council is highly likely to make savings when it comes to replacing these loans. The aim will be to replace these loans with fixed term debt, securing interest savings whilst maintaining the risk composition of the portfolio.

Restructuring / Rescheduling Debt

- 4.24 The Council will also consider restructuring / rescheduling existing fixed term loans. The low interest rate environment and changes to the regulations regarding the premature repayment of PWLB loans has limited the opportunity for any debt rescheduling. However, the Council's forecast budget deficit requires all options to be considered and this approach has the benefit of generating immediate savings.
- 4.25 In theory, any premature repayments will include elements of both GF and HRA debt. However, it is possible to partially repay PWLB loans, negating any potential impact on the HRA debt pool.
- 4.26 This strategy will need to take account of the value of exiting loans early in relation to premium costs and the level of savings that will be generated. As such this is likely to be a selective approach and will need to be part of a mixed approach to past and future borrowing

Borrowing in advance of need

- 4.27 Given the GF's internal borrowing position, it is unlikely there will be any borrowing in advance of need to fund future capital expenditure. As stated above there may be opportunities to borrow in advance of need to replace maturing loans, but this will only be undertaken where there is a clear business case for doing so.

Source of Borrowing

- 4.28 The preferred method of borrowing will be through the PWLB. Rates remain at low levels and the Council is also eligible for the 'Certainty Rate' which offers a 20 basis point reduction on the standard PWLB rate.
- 4.29 The only concern with regard to borrowing is that the Council is heavily reliant on the PWLB as the primary source of long-term funding. This represents a risk and whilst there are no indications of a change to the lending arrangements of the PWLB, officers will continue to examine alternative options, particularly the Local Government Agency's attempt to establish a collective bond agency.
- 4.30 As stated at 4.18-4.20, the Council will continue to access funding from other local authorities. The source of funding is not guaranteed and is reliant on the cash flow position of other authorities. Officers will continue to assess the market to identify the level of refinancing risk.
- 4.31 Whilst the PWLB and other local authorities are the preferred sources of borrowing, approved sources of long and short-term borrowing are:
- PWLB
 - UK local authorities
 - any institution approved for investment
 - UK public and private sector pension funds
 - capital market bond investors

- special purpose companies created to enable joint local authority bond issues

4.32 As stated at 4.13, the Council holds £63M of LOBOs, the GF share of £27M representing just less than 10% of GF debt. To protect against the uncertainty and refinancing risk associated with such products, GF borrowing via LOBO loans will be restricted to £50M.

Leasing

4.33 Leasing remains a value for money option for financing suitable assets with a defined residual value, such as vehicles. Despite the financial crisis causing some banks to withdraw from the market, the remaining funders are willing to take significant risks on the future residual value of assets, making leasing a cheaper option for financing than funding acquisitions in-house. There is also a benefit to transferring the risk associated with the residual value away from the Council.

4.34 The purchase of vehicles with a value of just less than £4.6M was approved as part of the Vehicle Replacement Programme for 2014/15. Once these assets have been acquired they will be subject to a tender process and the most suitable method of financing will be selected on a case by case basis, taking into account both the financial benefits and the operational requirements of Fleet Services.

5. HRA Borrowing Requirement and Strategy

5.1 Following the reform of the HRA subsidy system, on 1st April 2012 the Council notionally split each of its existing long-term loans into General Fund (GF) and Housing Revenue Account (HRA) pools.

5.2 This split included all long-term fixed and variable rate debt, from both the Public Works Loan Board (PWLB) and market sources. The HRA was apportioned debt of £269M in addition to the £22M payment made to Government to 'buy out' of the subsidy system, giving a total debt level of £291M.

5.3 Debt costs account for approximately 20% of expenditure on the business plan and therefore represent an area of key risk. Given the significance of debt management to the business plan, it is acknowledged that there is a need for a separate borrowing strategy for the HRA and this is addressed within the TMSS.

Current debt portfolio

5.4 Since 2012, there have been a number of part repayments of PWLB annuity and equal instalment of principal (EIP) loans totalling just over £2.5M, lowering the debt level to £288M (November 2013). In January 2014, a PWLB maturity loan is due for full repayment. The HRA share of this loan is £4.7M, giving a forecast debt level at the end of 2013/14 of £282M.

5.5 The risk portfolio of the HRA loan pool is shown below:

Borrowing method	Value (£M)	% of portfolio	Interest Rate Risk
PWLB – fixed (inc settlement loan £22M)	200	71	No
Market Fixed	36	13	No
PWLB – variable	46	16	Yes
TOTAL	282	100	

5.6 As at 31st March 2014, 16% of the forecast debt portfolio is sensitive to interest rate fluctuations. The PWLB variable loans (£46M) continue to represent excellent value at a rate of 0.56%. There is an interest rate risk associated with the loans, but the semi-annual rate fixing provides some protection against increases.

5.7 Low interest rates mean the Council's £63M of LOBOs loans (HRA share of £36M) are unlikely to be called in 2014/15. The interest rate of 4.75% is above current PWLB levels and therefore the refinancing risk in respect of these loans is low when taking into account prevailing market conditions.

Borrowing and Capital Financing Requirement

5.8 The Capital Financing Requirement (CFR) reflects the HRA's underlying need to finance capital expenditure by borrowing. Any capital expenditure that is not resourced immediately (from useable capital receipts, capital grants and contributions or charges to revenue) will result in an increase in the CFR.

5.9 The forecast CFR for end of the 2013/14 is £288M against a borrowing level of £282M (assuming the £4.7M is repaid). Therefore, the HRA is £6M under-borrowed. A debt level below the CFR means the HRA has been internally borrowing – using internal reserves and balances in-lieu of external borrowing.

5.10 Assuming this under-borrowed amount is subject to interest rate fluctuations, then 18% of the debt portfolio is subject to interest rate movements, as shown below:

Borrowing method	Value (£M)	% of portfolio	Interest Rate Risk
PWLB – fixed (inc settlement loan £22M)	200	69	No
Market Fixed	36	13	No
PWLB – variable	46	16	Yes
Unfunded CFR	6	2	Yes
TOTAL	288	100	

5.11 This figure of 18% is still well within the Prudential Indicator of 25% which determines the upper threshold for variable rate exposure (see 3.1).

- 5.12 The HRA CFR has been reduced from £291M at the implementation of Self-financing, to the forecast £288M at the end of 2013/14. The reduction is due to applied capital receipts from housing properties sold under the Right to Buy Scheme. Where sales under the Right to Buy exceed those assumed in the Self Financing Settlement the Council is allowed to retain an amount to cover the housing debt which would have been supported from the rental income on the additional properties sold. It is considered prudent to apply this funding to reduce the CFR.
- 5.13 The HRA 30 Year Business Plan demonstrates that HRA debt can be fully repaid by year 26 (2039/40). The accepted benchmark assessment of the viability of the plan is based on the ability to repay debt within 30 years. There is no actual requirement to repay the debt.
- 5.14 There is the potential for additional investment in the stock over and above current plans. However, borrowing is limited by the debt cap set by the CLG of £301M, leaving headroom of approximately £13M.
- 5.15 There is no requirement to charge Minimum Revenue Provision (MRP) as with the GF CFR.
- 5.16 The HRA's estimated CFR is shown below:

	Estimate 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Capital Financing Requirement (CFR)	288	288	286	284
Less : Existing Profile of Borrowing	282	278	277	272
Cumulative Maximum External Borrowing Requirement	6	10	9	12
Usable Reserves	28	9	9	9
Cumulative Net Borrowing Requirement	(22)	1	0	3

- 5.17 The HRA has a limited borrowing requirement during the period to the end 2016/17. This borrowing requirement is off-set by the HRA useable reserves in 13/14, but there is a small borrowing requirement in 14/15, increasing to £3M at the end of 2016/17.
- 5.18 This is a result of two factors; the repayment of borrowing reducing the debt level by £10M to £272M and a reduction in the level of balances as earmarked reserves are used to support the capital programme. A combination of these two factors results in an external borrowing requirement.

Borrowing Strategy

- 5.19 The key aim of the HRA borrowing strategy is to manage the affordability of debt repayments within the 30 year business plan.
- 5.20 As stated, there is a limited borrowing requirement in 2014/15 and any changes to the HRA working balance, for example slippage in the capital programme, will mean the HRA can fund this requirement internally. Given the limited borrowing requirement, the initial strategy will be to monitor the HRA treasury position, and to borrow short-term should any need arise.
- 5.21 This will avoid any 'cost of carry' associated with long-term borrowing and allow flexibility to be maintained should there be any change in the use of reserves.

Borrowing in advance of need

- 5.22 Given the HRA's limited borrowing requirement, it is unlikely there will be any borrowing in advance of need.
- 5.23 There may be opportunities to borrow in advance of need to fund future loan maturities, but this will only be undertaken where there is a key business case for doing so.

Premature Redemption of Debt

- 5.24 Given the Council's budget deficit, consideration will be given to restructuring existing fixed term loans. There is a potential impact on the HRA as the debt split was only notional so any premature repayments will include elements of both GF and HRA debt.
- 5.25 The Director of Finance for Berneslai Homes will be consulted on any rescheduling decisions to ensure the impact on the HRA, and the 30 year business plan, are fully understood.

Charging of Debt Interest Costs

- 5.26 Long-term borrowing, post 1st April 2012 is allocated directly to the GF or HRA pool. Interest payable and other charges (e.g. premiums on early redemption) will be allocated to the respective revenue account.
- 5.27 Differences between the value of the HRA loans pool and the HRA's underlying need to borrow (adjusted for HRA balance sheet resources available for investment) will result in a notional cash balance which may be positive or negative.
- 5.28 This balance will be measured each month and interest transferred between the General Fund and HRA at the monthly average rate earned by the Council on its portfolios of treasury investments and short-term borrowing.

6. Annual Investment Strategy

- 6.1 The Council is required to set an Annual Investment Strategy (AIS) as prescribed in guidance from the CLG on Local Government Investments.
- 6.2 The Assistant Chief Executive Finance, Property & Information Services, under delegated powers, will undertake the most appropriate form of investments in keeping with the investment objectives, income and risk management requirements and Prudential Indicators. Decisions taken on the core investment portfolio will be reported to the Treasury Management Panel.
- 6.3 The Council holds invested funds, representing income received in advance of expenditure plus balances and reserves held. In 2013/14 (to 31st Dec 2013), the Council's investment balance has ranged between £38M and £75M, and similar variations are expected for the forthcoming year, depending on cash flow patterns.
- 6.4 Low investment risk is a key treasury objective, and to comply with the CIPFA Code and the CLG guidance, the Council's general policy objective is to invest its surplus funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's investment priorities are:
- **Security of the invested capital;**
 - **Liquidity of the invested capital;**
 - **Optimum yield which is commensurate with security and liquidity.**

Security (Credit and Counterparty Risk)

- 6.5 The 2014/15 investment strategy has been developed to take into account the continuing uncertainty within financial markets and proposed changes to the regulatory framework. Investments will not be restricted to bank deposits, and investments may be made within any public or private sector organisation or security that meet the credit rating criteria stated in Table 1. In addition, the Council may invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Council's treasury management adviser, Arlingclose.
- 6.6 **This approach reflects a lower likelihood that the UK and other governments will support failing banks as the bail-in provisions in the *Banking Reform Act 2014* and the *EU Bank Recovery and Resolution Directive* are implemented. Over the next few years this legislation may result in some significant changes to our approach to the investment of funds. Minimising the chance of being exposed to a failing bank remains priority, but with the probability of external support reducing it is important to focus on credit risk management and lowering loss given default through appropriate portfolio diversification.**
- 6.7 The Council may invest its surplus funds with any of the counterparties in table 1 below, subject to the cash and time limits shown. Appendix E provides a more detailed explanation of the different counterparties and types of investment instruments included in table 1.

Table 1: Approved Investment Counterparties

Counterparty		Cash limit	Time limit †
Banks and other organisations and securities whose lowest published long-term credit rating from Fitch, Moody's and Standard & Poor's is:	AAA	£15m each £15m banking group limit	10 years*
	AA+		5 years*
	AA		4 years*
	AA-		3 years*
	A+		2 years
	A		1 year
	A-		
Deposits with Authority bank – Barclays FIBCA Flexible Interest Bearing Current Account		Within £15m bank limit	n/a
UK Central Government (irrespective of credit rating)		unlimited	50 years**
UK Local Authorities (irrespective of credit rating)		unlimited	50 years**
UK Registered Providers of Social Housing whose lowest published long-term credit rating is A- or higher		£10m each	10 years**
UK Registered Providers of Social Housing whose lowest published long-term credit rating is [BBB-] or higher and those without credit ratings		£5m each	5 years
UK Building Societies without credit ratings		£1m each	1 year
Money market funds and other pooled funds		£10m each	n/a
Any other organisation, including loans to small businesses and partner organisations, subject to a credit assessment		***	***

† the time limit is doubled for investments that are secured on the borrower's assets

* but no longer than 2 years in fixed-term deposits and other illiquid instruments

** but no longer than 5 years in fixed-term deposits and other illiquid instruments

*** the cash and duration limits for loans to other organisations and third parties are determined on an individual basis.

- 6.8 The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the credit rating criteria.
- 6.9 Counterparties will be individually selected for investment and as such there is no definitive list of counterparty names within this Annual Investment Strategy. The list of current eligible counterparties is updated on a weekly basis and circulated to treasury staff. Any negative credit developments that affect the counterparty list are communicated immediately. An institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.

- 6.10 The Council uses long-term credit ratings from the three main rating agencies Fitch Ratings, Moody's Investors Service and Standard & Poor's Financial Services to assess the risk of investment default. The lowest available counterparty credit rating will be used to determine credit quality, unless an investment-specific rating is available. Credit ratings are obtained and monitored by Arlingclose, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:
- no new investments will be made,
 - consideration will be given to recalling or selling any existing investments with the affected counterparty where there will be no cost to the authority.
- 6.11 When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.
- 6.12 The Barclays Flexible Interest Bearing Current Account (FIBCA) continues to be used by treasury staff to effectively manage daily cash flows and as well as giving the benefit of regular interest paid quarterly, the FIBCA also provides an additional annual interest payment. Barclays currently meets the Council's minimum credit criteria. Even if the bank's credit rating falls below the Council's minimum criteria, it will continue to use the bank for short term liquidity requirements and business continuity arrangements.
- 6.13 Investments made by the Authority will be classified as either Specified or Non-specified investments. The CLG Guidance defines specified investments as those:
- denominated in pound sterling,
 - due to be repaid within 12 months of arrangement,
 - not defined as capital expenditure by legislation, and
 - invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of "high credit quality".

It should be emphasised that institutions with a rating within the single A band are considered to be 'high credit quality' (Fitch) and any new specified investments will be made within the limits shown within table 1 in the AIS. For money market funds and other pooled funds 'high credit quality' is defined as those having a credit rating of A- or higher.

- 6.14 Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure by legislation, such as company shares. Non-specified investments will therefore be limited to long-term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement, and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in the table below:

Table 2: Non-Specified Investment Limits

	Cash limit
Total long-term investments (including Gilts, Bonds, deposits with Registered Providers, Property Funds)	£20m
Total investments without credit ratings or rated below [A-]	£30m
Total investments in foreign countries rated below [AA+]	£10m
Total non-specified investments	£60m

All non-specified investments must be approved in accordance with the authorisation procedures as detailed in Treasury Management Practice Document 5: Organisation, Clarity and segregation of Responsibilities and Dealing Arrangements. This involves prior authorisation and approval of either the Strategic Financing Manager or Head of Technical Services.

- 6.15 The Council's revenue reserves available to cover investment losses are forecast to be approximately £100M on 31st March 2014. In order that no more than 15% of available reserves will be put at risk in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £15 million. A group of banks under the same ownership or a group of funds under the same management will be treated as a single organisation for limit purposes. Limits will also be placed on investments in brokers' nominee accounts (*e.g. King & Shaxson*), foreign countries and industry sectors as below:

Table 3: Investment Limits

	Cash limit
Any single organisation, except the UK Central Government	£15m each
UK Central Government	unlimited
Any group of organisations under the same ownership	£15m per group
Any group of pooled funds under the same management	£15m per manager
Negotiable instruments held in a broker's nominee account (King & Shaxson)	£20m per broker
Foreign countries	£15m per country
Registered Providers	£10m in total
Building Societies	£10m in total
Money Market Funds	£30m in total
Loans to small businesses	To be determined

- 6.16 The Council may invest money using any of the following instruments:
- interest-bearing bank accounts,
 - fixed term deposits,
 - callable deposits where the Council may demand repayment at any time (with or without notice),
 - certificates of deposit,
 - bonds, notes, bills, commercial paper and other marketable instruments, and
 - shares in money market funds and other pooled funds.

Investments may be made at either a fixed rate of interest, or at a variable rate linked to a market interest rate, such as LIBOR, subject to the limits on interest rate exposures below (6.24).

Liquidity (Liquidity Risk)

- 6.17 In line with the CLG investment advice on the liquidity of investments, the Council will aim to keep a proportion of the investment portfolio totally liquid (i.e. use of FIBCA and Money Market Funds).
- 6.18 In a period of prolonged low interest rates, accepted practice would be to lengthen the investment period to lock in to higher rates. However, the uncertainty and volatility in the financial markets has heightened credit risk. As a consequence the Council will keep the investment maturity relatively short, and this is reflected in the maturity periods specified in Prudential Indicator 10 in Appendix C.

Yield

- 6.19 As a result of continuing stress within the market, opportunities for investment are limited and returns are expected to remain subdued. The Council will seek to maximise returns from its investments but this will be secondary to security and

liquidity priorities. Short-term money market rates are likely to remain at low levels throughout 2014/15 and this will result in reduced investment income.

- 6.20 Although the Council currently has a good spread of investment instruments, officers will continue to evaluate alternative investment options that meet the principles of security, liquidity and yield. Consideration will be given to alternative investment instruments and whether they are suitable for the investment portfolio, including Treasury Bills, Bonds, Housing Associations/Registered Providers and Property Funds. These types of investments provide a lower chance of default and a lower loss given default, but this may have a detrimental effect on yield. Proposals for new investment instruments will be taken to Treasury Management Panel for discussion and advice will be sought from Arlingclose prior to making any investment decisions.

Diversification

- 6.21 In addition to the core investment principles of security, liquidity and yield the Council will also seek to diversify investments to avoid concentration in specific banks, types of instrument, sovereign state etc.
- 6.22 In order to minimise the potential damaging effects of bail-in risk and the possibility of losing a proportion of capital invested, this year’s investment strategy is based on wider portfolio diversification. In the event of counterparty default, wider diversification will reduce the impact on the Council’s finances.
- 6.23 In order to diversify a portfolio largely invested in cash, investments will be placed with approved counterparties over a range of maturity periods. Maximum investment levels are set to ensure prudent diversification is achieved and these, together with minimum ratings and cash limits, are shown in Table 1.

Performance Measurement

- 6.24 The Council measures and manages its exposures to treasury management risks using the following indicators:

Security: The Council has adopted a voluntary measure of our exposure to credit risk by monitoring the value-weighted average credit rating of the investment portfolio. This is calculated by applying a score to each investment (AAA=1, AA+=2, etc.) and taking the arithmetic average, weighted by the size of each investment.

	Target
Portfolio average credit rating	A (=6)

Liquidity: The Council has adopted a voluntary measure of our exposure to liquidity risk by monitoring the amount of cash available to meet unexpected payments within a rolling three month period, without additional borrowing.

	Target
Total cash available within 3 months	£15m

Interest Rate Exposures: This indicator is set to control the Council’s exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as the proportion of net principal borrowed will be:

	2014/15	2015/16	2016/17
Upper limit on fixed interest rate exposure	90%	90%	90%
Upper limit on variable interest rate exposure	25%	25%	25%

Fixed rate investments and borrowings are those where the rate of interest is fixed for the whole financial year. Instruments that mature during the financial year are classed as variable rate.

- 6.25 The Council also receives benchmarking information from Arlingclose which compares performance against that of their other clients. This information has the added advantages of including risk weightings and also allows comparison with other counterparties whom are receiving the same investment advice. The Council’s treasury management indicators and benchmarking performance will be reported in the respective quarterly reports.

Use of Advisers

- 6.26 Following a tender exercise, in June 2012 the Council’s current treasury management advisers, Arlingclose, were reappointed on a three year contract.
- 6.27 The CLG’s guidance on Local Government Investments recommends that the AIS should comment on the use of treasury management advisers, and in particular how the Council uses external advisers and how quality of service is measured.
- 6.28 The services Arlingclose offer are clearly stated in the ‘Schedule of Services’ contained within the contract documentation. Whilst it is difficult to measure the quality of service in value added terms, Arlingclose continue to provide a professional and pro-active service and have assisted the Council in achieving their Treasury Management objectives in what has been an extremely challenging environment.
- 6.29 With regard to the Annual Investment Strategy, the Council’s investment priorities remain security, liquidity and yield and it is the Council’s relative success in meeting these objectives against which Arlingclose will be primarily assessed.

Staff Training

- 6.30 The CIPFA Code requires the AIS to outline the Council’s approach to training of staff involved in the management of investments. The Council is committed to ensuring staff involved in Treasury Management are fully trained and possess the necessary skills to effectively discharge their role.

- 6.31 General training requirements are reported through the Council's Personal Development Review (PDR) process.
- 6.32 Two of the three staff members involved in treasury operations have completed the CIPFA-ACT International Treasury Management qualification. Ongoing training is accessed through Arlingclose workshops and attendance at CIPFA Treasury Management Network seminars, of which the Council is a member.
- 6.33 All training activities are recorded in accordance with Treasury Management Practice 10 – Training and Qualifications.

Berneslai Homes

- 6.34 The funds of Berneslai Homes continue to be ring fenced in a segregated Barclays account, with clear separation from Council funds. Officers of the Council are responsible for the management of Berneslai Homes cash balances and the account is run in accordance with Treasury Management best practice and the effective management of risk.

7. Reporting on Treasury Management and Leasing activity

- 7.1 As outlined at paragraph 1.5, the Assistant Chief Executive Finance, Property & Information Services will report to the Treasury Management Panel on a regular basis. It will report to Cabinet on treasury management and leasing activity / performance on a quarterly basis and produce an outturn report to Council on its treasury activity no later than 30th September after the financial year end.
- 7.2 The Treasury Management Panel will report to both Cabinet and Council on an exceptional basis as required. The Treasury Management Panel will also liaise with the nominated Audit Committee representatives on key issues and reports will be submitted to full Audit Committee on a minimum six monthly basis. The TM Strategy and Policy Statements and Prudential Indicators are subject to Scrutiny.

Summary

The effective identification and management of risk remains at the forefront of the Council's objectives. This is especially so given the move to housing self-financing, and the need to manage the differing requirements of the respective debt pools. The Council is determined to take a proactive approach to treasury management in what are challenging times for local government.

LIST OF APPENDICES

Appendices

- A. Risk Schedule
- B. Policy on use of Financial Derivatives
- C. Prudential Indicators
- D. MRP Statement Position
- E. Approved Investment Counterparties

Council's approach to risk management

The following schedule contains information from the Treasury Management Practice documents and the Council's risk management software, and provides a summary as to how the Council manages the various treasury management risks.

1. **Risk** : Credit and counterparty risk is the risk of failure by a third party to meet its contractual obligations to the Council under an investment.
Mitigation : Credit & Counterparty risk is addressed through the use of the Annual Investment Strategy (AIS) as detailed in Section 6. The implications of 'Bail-in' will impact on the ratio of probability to impact. The AIS aims to reduce the impact through diversification whilst acknowledging that the probability of default will potentially increase.
Probability : Medium
Impact : High

2. **Risk** : Liquidity risk is the risk that cash will not be available when it is needed.
Mitigation : The Council has access to short-term funding through the money markets and borrowing is also readily available from the PWLB.
The Council will also aim to keep a proportion investments totally liquid i.e with immediate access as referred to in the AIS (at 6.24).
Probability : Low
Impact : Medium

3. **Risk** : Interest Rate risk is the risk that fluctuations in the levels of interest rates create an unexpected or unbudgeted burden on the Council's finances.
Mitigation : Both the HRA and particularly the GF debt pools are subject to a degree of interest rate risk. The balancing of risk against cost is a key theme for 2014/15 and is addressed in detail throughout the TMSS.
Probability : Medium
Impact : Very High

4. **Risk** : Exchange rate risk is the risk that fluctuations in foreign exchange rates create an unexpected or unbudgeted burden on the Council's finances.
Mitigation : None – the Council undertakes minimal foreign currency transactions, so the risk is negligible.
Probability : Very Low
Impact : Very Low

5. **Risk** : Refinancing risk is the risk that maturing borrowings cannot be refinanced on terms that reflect the provisions made by the Council.
Mitigation : . The GF has a significant amount of temporary borrowing which will need to be refinanced and this is addressed in the borrowing strategy. The PIs place limits on the maturity structure of borrowing to limit the refinancing risk.
Probability : Medium
Impact : High

6. **Risk** : Legal and regulatory risk is where the Council fails to act in accordance with its legal powers or regulatory requirements, and suffers losses accordingly.

Mitigation : The Council receives professional advice from Treasury Management advisors and officers receive regular training updates.

Probability : Low

Impact : Low

7. **Risk :** Fraud error and corruption and contingency management risk is the risk that the Council fails to identify the circumstances in which it may be exposed to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings.

Mitigation : Internal Audit carry out an annual regulatory review of the treasury management function including probity testing. The recommendations of these reports are actioned in accordance with the agreed timetable.

Probability : Low

Impact : Medium

8. **Risk :** Market risk is the risk that through adverse market fluctuations in the value of the principal sums the Council invests, its stated investment objectives of security of capital is compromised.

Mitigation : The use of alternative investments vehicles such as property funds may increase the level of market risk. Investment in such instruments will only be undertaken after rigorous assessment and on the advice of Arlingclose.

Probability : Medium

Impact : Medium

Policy on use of Financial Derivatives

1. The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of financial derivatives. The CIPFA Code requires authorities to clearly detail their policy on the use of derivatives in the TMSS.
2. The Council will only use derivatives where they can be clearly demonstrated to reduce the overall level of financial risk
3. Derivatives may be arranged with any organisation that meets the Council's approved investment criteria.
4. The Council will only use derivatives after seeking a legal opinion and ensuring that officers have the appropriate training to effectively manage their use.

1. Capital Expenditure

	Current Estimate 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
General Fund (GF)	40	43	15	5
Housing Revenue Account (HRA)	20	42	25	23
TOTAL	60	85	40	28

2. Ratio of Financing Costs to Net Revenue Stream

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	%	%	%	%
GF	14	15	16	18
HRA	47	44	43	43

3. Capital Financing Requirement

	Current Estimate 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
GF	656	653	649	635
HRA	288	288	286	284
TOTAL	944	941	935	919

4. Estimates of the Incremental Impact of Capital Decisions on Council Tax / Rents

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£	£	£	£
Increase in Band D Council Tax	7.03	8.08	8.08	8.08
Increase in Average Weekly Housing Rents	0.95	1.06	2.76	4.10

5. Authorised Limit for External Debt

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Borrowing	730	725	725	725
Other Long-term Liabilities	235	240	240	240
TOTAL LIMIT	965	965	965	965

6. Operational Boundary for External Debt

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Borrowing	715	710	710	710
Other Long-term Liabilities	235	240	240	240
TOTAL LIMIT	950	950	950	950

7. Adoption of CIPFA code of Practice in TM

The Council adopted the CIPFA Code of Practice on Treasury Management on 13 th February 2002.
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8a. Interest Rate Exposure - GF

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	%	%	%	%
Upper Limit for Fixed Interest Rate Exposure	95	90	90	90
Upper Limit for Variable Rate Exposure	30	25	25	25

8b. Interest Rate Exposure – HRA

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	%	%	%	%
Upper Limit for Fixed Interest Rate Exposure	95	100	100	100
Upper Limit for Variable Rate Exposure	25	25	25	25

9. Maturity Structure of Borrowing - GF

	Approved 2013/14		2014/15	
	Lower Limit	Upper Limit	Lower Limit	Upper Limit
Less than 12 months	0%	50%	0%	50%
12 months & within 24 months	0%	25%	0%	25%
24 months & within 5 years	0%	25%	0%	25%
5 years & within 10 years	0%	25%	0%	25%
10 years & within 20 years	0%	75%	0%	75%
20 years and within 30 years	0%	75%	0%	75%
30 years and within 40 years	0%	75%	0%	75%
40 years and within 50 years	0%	75%	0%	75%
50 years and above	0%	75%	0%	75%

9b. Maturity Structure of Borrowing - HRA

	Approved 2013/14		2014/15	
	Lower Limit	Upper Limit	Lower Limit	Upper Limit
Less than 12 months	0%	25%	0%	25%
12 months & within 24 months	0%	25%	0%	25%
24 months & within 5 years	0%	25%	0%	25%
5 years & within 10 years	0%	25%	0%	25%
10 years & within 20 years	0%	75%	0%	75%
20 years and within 30 years	0%	75%	0%	75%
30 years and within 40 years	0%	75%	0%	75%
40 years and within 50 years	0%	75%	0%	75%
50 years and above	0%	75%	0%	75%

10. Maximum Principal Sums Invested

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Principal Sums Invested > 364	20	20	20	20
Principal Sums Invested > 2yrs	15	20	20	20
Principal Sums Invested > 3yrs	10	20	20	20

11. Gross Debt and CFR

Gross Debt & CFR	2014/15 Estimate
	£M
Outstanding Borrowing	566
Other Long-term Liabilities	238
Gross Debt	804
Max CFR	944
Headroom	140

2014/15 MRP STATEMENT

The Council is required to make a prudent provision for debt redemption known as the Minimum Revenue Provision (MRP). Guidance on MRP has been issued by the Secretary of State and local authorities are required to “have regard” to such Guidance under section 21(1A) of the Local Government Act 2003.

The four MRP options available are:

- Option 1: Regulatory Method
- Option 2: CFR Method
- Option 3: Asset Life Method
- Option 4: Depreciation Method

NB This does not preclude other prudent methods.

MRP in 2014/15: Options 1 and 2 may be used only for General Fund supported expenditure. Methods of making prudent provision for General Fund self financed expenditure include Options 3 and 4 (which may also be used for supported expenditure if the Council chooses). **There is no requirement to charge MRP in respect of HRA capital expenditure funded from borrowing.**

The MRP Statement is required to be submitted to Council before the start of the 2014/15 financial year for approval. The Council is recommended to approve the following statement:

- **The Council will apply Option 1 in respect of supported capital expenditure and Option 3 in respect of unsupported capital expenditure.**
- **Within Option 3 revenue provision is calculated in one of two ways – equal instalments or annuity method. Each capital project will be individually assessed to determine the most appropriate method of calculation.**
- **MRP will normally commence in the financial year following the one in which expenditure is incurred, however MRP Guidance permits authorities to defer MRP until the financial year following the one in which the asset becomes operational. The Council has chosen to employ this “MRP holiday” on the significant qualifying projects such as the Building Schools for the Future programme.**

MRP in respect of Private Finance Initiative (PFI) and leases brought on balance sheet under the International Financial Reporting Standard Code of Practice will match the annual principal repayment for the associated deferred liability. This approach will produce an MRP charge comparable to that under option 3 in that it will run over the life of the lease/PFI scheme.

Approved Investment Counterparties

Approved investment counterparties listed in Table 1 consist of the following:

Banks: Both UK and non-UK banks may be used for deposits in accordance with the cash limits and time limits specified in Table 1: Approved Investment Counterparties.

Registered Providers: Formerly known as Housing Associations, Registered Providers of Social Housing are tightly regulated by the Homes and Communities Agency and retain a high likelihood of receiving government support if needed. The Authority will consider investing with unrated Registered Providers with adequate credit safeguards, subject to receiving independent advice.

Building Societies: The Authority takes additional comfort from the building societies' regulatory framework and insolvency regime where, in the unlikely event of a building society liquidation, the Authority's deposits would be paid out in preference to retail depositors. The Authority will therefore consider investing with unrated building societies where independent credit analysis shows them to be suitably creditworthy. The Government has announced plans to amend the building society insolvency regime alongside its plans for wide ranging banking reform, and investments in lower rated and unrated building societies will therefore be kept under continuous review.

Money Market Funds: These funds are pooled investment vehicles consisting of money market deposits and similar instruments. They have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager. Fees of between 0.10% and 0.20% per annum are deducted from the interest paid to the Authority. Funds that offer same-day liquidity and aim for a constant net asset value (CNAV) will be used as an alternative to instant access bank accounts, while funds whose value changes with market prices and/or have a notice period will be used for longer investment periods (Variable net asset value, VNAV funds).

Other Pooled Funds: The Authority will consider using pooled bond, equity and property funds that offer enhanced returns over the longer term, but are potentially more volatile in the shorter term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Other Organisations: The Authority may also invest cash with other organisations, for example by making loans to small businesses and partner organisations. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable credit assessment and where applicable advice of the Authority's treasury management adviser will be sought.

Prudential Indicators – Methodology

1 Background and Information

There is a requirement under the Local Government Act 2003 for local authorities to have regard to CIPFA's Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when setting and reviewing their Prudential Indicators.

The Prudential Code imposes on local authorities clear governance procedures for setting and revising of prudential indicators, and describes the matters to which an authority will 'have regard' when doing so. This is designed to deliver accountability in taking capital financing, borrowing and treasury management decisions.

The Prudential Indicators required by the Prudential Code are designed to support and record local decision making and not as comparative performance indicators.

A number of treasury indicators which previously formed part of the Prudential Code are now contained within the Treasury Management Code and Guidance. Local authorities are still required to 'have regard' for these indicators.

2 Basis of Methodology

1. Estimates of Capital Expenditure

The estimates of the Council's future capital expenditure levels (and the HRA) underpin the calculation of the other prudential indicators. The capital expenditure estimates are based on a projection of future levels of capital resources/ allocation.

Estimates of capital expenditure are a significant source of risk and uncertainty and it is important that these estimates are continually monitored and the impact on other prudential indicators (particularly those relating to affordability) assessed regularly.

2. Ratio of Financing Costs to Net Revenue Stream

This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet borrowing costs.

3. Estimates of Capital Financing Requirement

The Capital Financing Requirement (CFR) measures the Council's underlining need to borrow for capital purpose, i.e. its borrowing requirement. The CFR is

the amount of capital expenditure that has not yet been financed by capital receipts, capital grants or contributions from revenue.

4. Incremental impact of new capital investment decisions on Council tax / Housing rents

This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax and Housing Rent levels. The incremental impact is calculated by comparing the total revenue budget requirement of the current approved capital programme with an equivalent calculation of the revenue budget requirement arising from the proposed capital programme.

The figure is higher than in previous years due to an adjustment of the taxbase following changes in the calculation methodology.

5. Authorised limit

The Authorised Limit sets the maximum level of external borrowing on a gross basis (i.e. excluding investments) for the Council. This Prudential Indicator separately identifies borrowing from other long term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved treasury management policy statement and practices.

The Authorised Limit has been set on the estimated debt with sufficient headroom over and above this to allow for unusual cash movements.

The Authorised Limit is the statutory limit determined under the Local Government Act 2003 and must not be exceeded during the year.

6. Operational Boundary for External Debt

This indicator refers to the means by which the authority manages its external debt to ensure it remains within the statutory authorised limit. It differs from the authorised limit in as far as it is based on the most likely scenario, in terms of capital spend and financing during the year.

The operational boundary limit comprises the Council's existing debt plus the most likely estimate of capital expenditure/financing for the year. It excludes any projections for cash flow movements. Unlike the authorised limit breaches of the operational boundary (due to cash flow movements) are allowed during the year as long as they are not sustained over a period of time.

7. Adoption of the CIPFA TM Code

This indicator is acknowledgment that the local authority has adopted the CIPFA's *Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes*.

8. Interest Rate Exposure

These indicators allow the Council to manage the extent to which it is exposed to changes in interest rates.

The upper limit for variable rate exposure has been set to ensure that the Council is not exposed to interest rate rises which could adversely impact on the revenue budget.

The limits adopted by Council provide the necessary flexibility within which decisions will be made for drawing down new loans on a fixed or variable rate basis; the decisions will ultimately be determined by expectations of anticipated interest rate movements as set out in the Council's treasury management strategy.

9. Maturity Structure of Borrowing

This indicator highlights the existence of any large concentrations of fixed rate debt needing to be replaced at times of uncertainty over interest rates and is designed to protect against excessive exposures to interest rate changes in any one period, thereby managing the effects of refinancing risks.

The maturity of borrowing should be determined by reference to the earliest date on which the lender can require payment.

10. Maximum Principal Sums invested for more than 364 days

This indicator sets an upper limit for the level of investment that may be fixed for a period greater than 364 days. This limit is set to contain exposure to credit and liquidity risk.

11. Gross Debt and the Capital Financing Requirement

This is a key indicator of prudence. In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

Where **the gross debt is greater than the capital financing requirement the reasons** for this should be clearly stated in the annual treasury management strategy.

APPENDIX B

1. Capital Expenditure

	Current Estimate 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
General Fund (GF)	40	43	15	5
Housing Revenue Account (HRA)	20	42	25	23
TOTAL	60	85	40	28

2. Ratio of Financing Costs to Net Revenue Stream

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	%	%	%	%
GF	14	15	16	18
HRA	47	44	43	43

3. Capital Financing Requirement

	Current Estimate 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
GF	656	653	649	635
HRA	288	288	286	284
TOTAL	944	941	935	919

4. Estimates of the Incremental Impact of Capital Decisions on Council Tax / Rents

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£	£	£	£
Increase in Band D Council Tax	7.03	8.08	8.08	8.08
Increase in Average Weekly Housing Rents	0.95	1.06	2.76	4.10

5. Authorised Limit for External Debt

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Borrowing	730	725	725	725
Other Long-term Liabilities	235	240	240	240
TOTAL LIMIT	965	965	965	965

6. Operational Boundary for External Debt

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Borrowing	715	710	710	710
Other Long-term Liabilities	235	240	240	240
TOTAL LIMIT	950	950	950	950

7. Adoption of CIPFA code of Practice in TM

The Council adopted the CIPFA Code of Practice on Treasury Management on 13th February 2002.

8a. Interest Rate Exposure - GF

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	%	%	%	%
Upper Limit for Fixed Interest Rate Exposure	95	90	90	90
Upper Limit for Variable Rate Exposure	30	25	25	25

8b. Interest Rate Exposure – HRA

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	%	%	%	%
Upper Limit for Fixed Interest Rate Exposure	95	100	100	100
Upper Limit for Variable Rate Exposure	25	25	25	25

9. Maturity Structure of Borrowing - GF

	Approved 2013/14		2014/15	
	Lower Limit	Upper Limit	Lower Limit	Upper Limit
Less than 12 months	0%	50%	0%	50%
12 months & within 24 months	0%	25%	0%	25%
24 months & within 5 years	0%	25%	0%	25%
5 years & within 10 years	0%	25%	0%	25%
10 years & within 20 years	0%	75%	0%	75%
20 years and within 30 years	0%	75%	0%	75%
30 years and within 40 years	0%	75%	0%	75%
40 years and within 50 years	0%	75%	0%	75%
50 years and above	0%	75%	0%	75%

9b. Maturity Structure of Borrowing - HRA

	Approved 2013/14		2014/15	
	Lower Limit	Upper Limit	Lower Limit	Upper Limit
Less than 12 months	0%	25%	0%	25%
12 months & within 24 months	0%	25%	0%	25%
24 months & within 5 years	0%	25%	0%	25%
5 years & within 10 years	0%	25%	0%	25%
10 years & within 20 years	0%	75%	0%	75%
20 years and within 30 years	0%	75%	0%	75%
30 years and within 40 years	0%	75%	0%	75%
40 years and within 50 years	0%	75%	0%	75%
50 years and above	0%	75%	0%	75%

10. Maximum Principal Sums Invested

	Approved 2013/14	Year 1 2014/15 Estimate	Year 2 2015/16 Estimate	Year 3 2016/17 Estimate
	£M	£M	£M	£M
Principal Sums Invested > 364	20	20	20	20
Principal Sums Invested > 2yrs	15	20	20	20
Principal Sums Invested > 3yrs	10	20	20	20

11. Gross Debt and CFR

Gross Debt & CFR	2014/15 Estimate
	£M
Outstanding Borrowing	566
Other Long-term Liabilities	238
Gross Debt	804
Max CFR	944
Headroom	140

