

**AUDIT, GOVERNANCE AND
STANDARDS COMMITTEE**

28th January 2016

**FIGURES TO FOLLOW ONCE BUDGET FIGURES
FINALISED**

**TREASURY MANAGEMENT STRATEGY STATEMENT AND INVESTMENT
STRATEGY 2016/17 TO 2018/19**

| | |
|----------------------------|------------------------|
| Relevant Portfolio Holder | Councillor John Fisher |
| Portfolio Holder Consulted | |
| Relevant Head of Service | Jayne Pickering |
| Wards Affected | All |
| Ward Councillor Consulted | None specific |
| Non-Key Decision | |

1. SUMMARY OF PROPOSALS

Members are asked to approve the strategy statement for treasury management and investments in order to comply with the Local Government Act 2003.

2. RECOMMENDATIONS

The Committee is asked to **RECOMMEND** that

- 1) the Strategy and Prudential Indicators at Appendix 1 to the report be approved; and
- 2) the updated Treasury Management Policy at Appendix 2 to the report be approved.

3. KEY ISSUES

Financial Implications

- 3.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public services (the CIPFA TM Code) and the Prudential Code require local authorities to set the Treasury Management Strategy Statement (TMSS) and Prudential Indicators each financial year. The TMSS also incorporates the Investment Strategy as required under the CLG's Investment Guidance.

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3.2 CIPFA has defined Treasury Management as:

“the management of the organisation’s investments, 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.”

3.3 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. Treasury management risks are identified in the Council’s approved Treasury Management Practices and include:

- Liquidity Risk (Adequate cash resources)
- Market or Interest Rate Risk Fluctuations in the value of investments).
- Inflation Risks (Exposure to inflation)
- Credit and Counterparty Risk (Security of Investments)
- Refinancing Risks (Impact of debt maturing in future years).
- Legal & Regulatory Risk (Compliance with statutory and regulatory requirements)

3.4 In addition, the Local Government Act 2003 requires the Council to ‘have regard to the Prudential Code and to set Prudential Indicators for the next three years to ensure that the Council’s capital investment plans are affordable, prudent and sustainable’.

3.5 The revised CLG guidance issued in November 2011 makes it clear that investment priorities should be security and liquidity, rather than yield and that authorities should not rely just on credit ratings, but consider other information on risk.

3.6 The guidance requires investment strategies to comment on the use of treasury management consultants and on the investment of money borrowed in advance of spending needs.

3.7 In formulating the Treasury Management Strategy and the setting of the Prudential Indicators, the Council adopts the Treasury Management Framework and Policy recommended by CIPFA.

Legal Implications

3.8 This is a statutory report under the Local Government Act 2003.

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Service/Operational Issues

3.9 None as a direct result of this report.

Customer/ Equalities and Diversity

3.10 None as a direct result of this report.

4. RISK MANAGEMENT

Failure to manage the Treasury Management function effectively to ensure the delivery of maximum return within a secure environment. Controls in place to mitigate these risks are as follows:

- Quarterly reporting to Overview and Scrutiny Committee and Executive of financial position on investments
- Regular monitoring of the status of the organisations we invest with
- Daily monitoring by internal officers of banking arrangements and cash flow implications.

5. APPENDICES

Appendix 1 - Treasury Management Strategy Statement and Investment Strategy 2016/17 and Prudential Indicators 2016/17 - 2018/19

Appendix 2 – Treasury Management Policy Statement

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Appendix 1

Treasury Management Strategy Statement And Investment Strategy 2016/17

1. Introduction

- 1.1 The Chartered Institute of Public Finance and Accountancy's Code of Practice for Treasury Management in Public Services (the "CIPFA TM Code") and the Prudential Code require local authorities to determine the Treasury Management Strategy Statement (TMSS) and Prudential Indicators (PIs) before the start of each financial year. The TMSS also includes the Annual Investment Strategy (AIS) which is a requirement of CLG Investment Guidance.
- 1.2 The purpose of this TMSS is, therefore, to approve:
 - Treasury Management Strategy for 2015/16
 - Annual Investment Strategy for 2015/16
 - Prudential Indicators for 2015/16, 2016/17 and 2017/18
 - MRP Statement.
- 1.3 Treasury Management is about the management of risk. The Authority is responsible for its treasury decisions and activity. No treasury management activity is without risk.
- 1.4 In accordance with the requirements of the Prudential Code, the Authority has adopted the CIPFA Treasury Management Code at a meeting of the Council on 17th March 2010.
- 1.5 All treasury activity will comply with relevant statute, guidance and accounting standards.

2. Background

- 2.1 The Bank of England's Monetary Policy Committee (MPC) held the bank base rates at 0.5%, for the 82nd consecutive meeting in December 2015. This is a record low, having remained at this level since March 2009.

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- 2.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR). The CFR, together with Usable Reserves, are the core drivers of the Authority's Treasury Management activities. The Authority is able to borrow funds in excess of the current level of its CFR up to the projected level in 2015/16. The Authority is likely to only borrow in advance of need if it felt the benefits of borrowing at interest rates now compared to where they are expected to be in the future, outweighs the current cost and risks associated with investing the proceeds until the borrowing was actually required.
- 2.3 The forecasted movement in the CFR in coming years is one of the Prudential Indicators (PIs). The movement in actual external debt and usable reserves combine to identify the Authority's borrowing requirement and potential investment strategy in the current and future years.

Table 1: Balance Sheet Summary Analysis and Forecast

| | 31.3.16 Estimate £'000 | 31.3.17 Estimate £'000 | 31.3.18 Estimate £'000 | 31.3.19 Estimate £'000 |
|--|---------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| General Fund CFR | | | | |
| HRA CFR | | | | |
| HRA CFR Settlement | | | | |
| Total Capital Financing Requirement | | | | |
| Less external borrowing | | | | |
| Internal borrowing | | | | |
| Less: Usable reserves | | | | |
| Add: Working capital | | | | |
| Investments | | | | |

3. Interest Rate Forecast

- 3.1 The economic and interest rate forecast provided by the Authority's treasury management advisor is attached. Arlingclose projects the first 0.25% increase in bank base rate in third quarter of 2016 rising by 0.5% a year thereafter, finally settling between 2 and 3% in several years' time. Persistently low inflation, subdued global growth and potential concerns

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over the UK's position in Europe mean that the risks to this forecast are weighted towards the downside.

The Authority will reappraise its strategies from time to time in response to evolving economic, political and financial events.

4. Borrowing Strategy

- 4.1 The Authority currently has £109.9m of borrowing and **no investments**.
- 4.2 Treasury management and borrowing strategies in particular continue to be influenced not only by the absolute level of borrowing rates but also the relationship between short and long term interest rates. The interest rate forecast provided indicates that an acute difference between short and longer term interest rates is expected to continue. This difference creates a "cost of carry" for any new longer term borrowing where the proceeds are temporarily held as investments because of the difference between what is paid on the borrowing and what is earned on the investment. Whilst the cost of carry can be assumed to be a reasonably short-term issue since borrowing is often for longer dated periods (anything up to 50 years) it cannot be ignored against a backdrop of uncertainty and affordability constraints in the Authority's wider financial position.
- 4.3 The Authority adopts a flexible approach to its borrowing. The following issues will be considered prior to undertaking any external borrowing:
- Affordability;
 - Maturity profile of existing debt;
 - Interest rate and refinancing risk;
 - Borrowing source.
- The Authority has previously raised the majority of its long-term borrowing from the Public Works Loan Board but it continues to investigate other sources of finance, such as local authority loans and bank loans, that may be available at more favourable rates.
- 4.4 Given the significant cuts to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability. With short-term interest rates currently much lower than long term rates, it is considered more cost effective in the short-term to use internal resources and borrow short-term loans.

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5. Sources of Investment

The Authority may invest its surplus funds with any of the counterparties in table 2 below, subject to the cash and time limits shown.

Table 2: Approved Investment Counterparties

| Counterparty | | Cash limit | Time limit |
|--|-----|------------|------------|
| Banks, Building Societies and other organisations and securities whose lowest published credit rating from Fitch Ratings is: | F1+ | £2.5m | 1 year |
| | F1 | each | 1 year |
| | F2 | £0.5m each | 3 months |
| The Authority's current account bank Lloyds plc if it fails to meet the above criteria (reviewed daily) | | £2.5m | Next day |
| UK Central Government (irrespective of credit rating) Public Works Loan Board | | unlimited | 1 year |
| UK Local Authorities (irrespective of credit rating) | | unlimited | 1 year |
| Other UK public bodies such as Universities | | £2.5m each | 1 year |
| "AAA" rated Money market funds | | £2.5m each | 1 year |

The Authority uses long-term credit ratings from the three main rating agencies: Fitch Ratings, Moody's Investment Services and Standard & Poor's Financial Services to assess the risk of investment default. Where an entity has its credit rating downgraded (so that it fails to meet the approved investment criteria) no further investments will be made, any existing investments with such an entity that can be recalled will be, and full consideration will be given to the recall of all other existing investments with the affected counterparty.

6. Investment Strategy

- 6.1 The Authority currently has £xm invested. In the past 12 months, invested funds have ranged from a total of £0 to £8 million and similar levels are expected to be maintained in the forthcoming year. This represents income received in advance of expenditure plus balances and reserves held.

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- 6.2 In accordance with Investment Guidance issued by the CLG and CIPFA Code best practice, this Authority's primary objective in relation to the investment of public funds remains the security of capital. The liquidity or accessibility of the Authority's investments followed by the yields earned on investments is important but are secondary considerations.
- 6.2 Credit markets remain in a state of distress as a result of the excessive and poor performing debt within the financial markets. In some instances, Greece and Italy being the most notable examples, the extent and implications of the debt it has built up have lead to a sovereign debt crisis and a banking crisis with the outcome still largely unknown. It is against this backdrop of uncertainty that the Authority's investment strategy is framed.
- 6.3 Investments are categorised as "Specified" or "Non-Specified" within the investment guidance issued by the CLG. Specified investments are sterling denominated investments with a maximum maturity of one year. They also meet the "high credit quality" as determined by the Authority and are not deemed capital expenditure investments under Statute. Non specified investments are, effectively, everything else.
- 6.4 The types of investments that will be used by the Authority and whether they are specified or non-specified are as follows:

Table 3: Specified and Non-Specified Investments

| Investment | Specified | Non-Specified |
|---|------------------|----------------------|
| Term deposits with banks and building societies | ✓ | ✓ |
| Term deposits with other UK local authorities | ✓ | ✓ |
| Certificates of deposit with banks and building societies | ✓ | ✓ |
| Gilts | ✓ | ✓ |
| Treasury Bills (T-Bills) | ✓ | x |
| Bonds issued by Multilateral Development Banks | ✓ | ✓ |
| Local Authority Bills | ✓ | x |
| Commercial Paper | ✓ | x |

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| | | |
|--|---|---|
| Corporate Bonds | ✓ | ✓ |
| Money Market Funds | ✓ | x |
| Other Money Market and Collective Investment Schemes | ✓ | ✓ |
| Debt Management Account Deposit Facility | ✓ | x |

6.6 The Authority will select countries and financial institutions after analysis and ongoing monitoring of:

- Published credit ratings for financial institutions (requirements as per Table 2 shown above)
- Economic fundamentals (for example Net Debt as a percentage of GDP)
- Sovereign support mechanisms
- Share Prices
- Corporate developments, news, articles, markets sentiment and momentum
- Subjective overlay – or, put more simply, common sense.

Any institution can be suspended or removed should any of the factors identified above give rise to concern.

It remains the Authority's policy to make exceptions to counterparty policy established around credit ratings, but this is conditional and directional. What this means is that an institution that meets criteria may be suspended, but institutions not meeting criteria will not be added.

6.7 **Authority's Banker** – The Authority's current accounts are held with Lloyds plc which is currently rated at the F1 rating in table 2. Should the credit ratings fall below F2-, the Authority may continue to deposit surplus cash with Lloyds plc providing that investments can be withdrawn on the next working day, and that the bank maintains a credit rating no lower than F3- (the lowest investment grade rating).

7. Investment Decision-Making

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- 7.1 With short term interest rates low for even longer, an investment strategy will typically result in a lengthening of investment periods, where cash flow permits, in order to lock in higher rates of acceptable risk adjusted returns. The problem in the current environment is finding an investment counterparty providing acceptable levels of counterparty risk.
- 7.2 In order to diversify an investment portfolio largely invested in cash, investments will be placed with a range of approved investment counterparties in order to achieve a diversified portfolio of prudent counterparties, investment periods and rates of return. The maximum investment level with each counterparty is set to ensure prudent diversification is achieved.
- 7.3 Money market funds (MMFs) may be utilised but good treasury management practice will prevail. The Authority will restrict its exposure to MMFs with lower levels of funds under management and will not exceed 0.5% of the net asset value of the MMF. In the case of Government MMFs, the Council will ensure exposure to each Fund does not exceed 2% of the net asset value of the Fund.

8. Policy on the use of Financial Derivatives

- 8.1 Local authorities have previously made use of financial derivatives embedded into loans and investments to reduce interest rate risk and to increase income or reduce costs. Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (such as swaps, forwards, futures and options). These will only be used where they can be clearly demonstrated to reduce the overall level of risk exposed to the Authority.
- 8.2 Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria and their value will count against the counterparty credit limit.

9. Policy on Apportioning Interest to the HRA

On 1st April 2012, the existing long-term loans were notionally moved into the HRA pool. In the future, any new long-term loans will be assigned in their entirety to the relevant pool, whether it be General Fund or HRA and interest and costs charged/credited to the respective revenue account.

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The General Fund uses surplus HRA funds as a means of internal borrowing. Interest is calculated using the Authority's average rate on investments and transferred to the HRA from the General Fund.

10. 2015/16 MRP Statement

Annual Minimum Revenue Provision Statement 2015/16 (MRP)

- 10.1 Where the Authority finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008. The Local Government Act 2003 requires the Authority to have regard to the Department for Communities and Local Government's *Guidance on Minimum Revenue Provision* (the CLG Guidance) most recently issued in 2012.
- 10.2 The broad aim of the CLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 10.3 The CLG Guidance requires the Authority to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP.
- 10.4 MRP will be determined by charging the expenditure over the expected useful life of the relevant assets in equal instalments, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure not related to fixed assets but which has been capitalised by regulation or direction will be charged over 20 years. (*Option 3 in England and Wales*).
- 10.5 No MRP will be charged in respect of assets held within the Housing Revenue Account.
- 10.6 Capital expenditure incurred during 2016/17 will not be subject to a MRP charge until 2017/18.
- 10.7 Based on the Authority's estimate of its Capital Financing Requirement on 31st March 2016, the budget for MRP has been set as follows:

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| | 31.03.2016 Estimated CFR £'000 | 17/18 Estimated MRP £'000 |
|---------------------------------------|---|------------------------------------|
| General Fund assets | | |
| Assets in the Housing Revenue Account | | Nil |
| HRA subsidy reform payment | 98,929 | Nil |
| Total Housing Revenue Account | | Nil |
| Total | | |

11. Monitoring and Reporting on the Treasury Outturn and Prudential Indicators

- 11.1 The Executive Director of Finance and Corporate Resources will report to Executive on treasury management activity / performance and Performance Indicators as follows:
- Quarterly against the Strategy approved for the year. The Authority will produce an outturn report on its treasury activity no later than 30th September after the financial year end.
 - The Executive will be responsible for the scrutiny of treasury management activity and practices.

12. Other Items

- 12.1 CIPFA's Code of Practice requires the Executive Director of Finance and Corporate Resources to ensure that all members tasked with treasury management responsibilities, including scrutiny of the treasury management function, receive appropriate training relevant to their needs and understand fully their roles and responsibilities. Responsibility for scrutiny of the Treasury Management function will rest with the Executive. The Executive Director of Finance and Corporate Resources will ensure that adequate training is provided for all relevant Members during the financial year.
- 12.2 The Authority has appointed Arlingclose Limited as treasury management advisers; receiving specific advice on investment, debt and capital finance issues.

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Prudential Indicators 2016/17 – 2018/19

1 Background:

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 "CIPFA Prudential Code") when setting and reviewing their Prudential Indicators. The objectives of the Prudential Code are to ensure that the capital investment plans are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Authority has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

2. Net Borrowing and the Capital Financing Requirement:

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

The Executive Director of Finance and Corporate Resources reports that the authority had no difficulty meeting this requirement in 2015/16, nor are there any difficulties envisaged for future years. This view takes into account current commitments, existing plans and the proposals in the approved budget.

3. Estimates of Capital Expenditure:

This indicator is set to ensure that the level of proposed capital expenditure remains within sustainable limits and, in particular, to consider the impact on Council Tax. Capital expenditure will be financed or funded as follows:

| Capital Expenditure and Financing | 2015/16 Revised £m | 2016/17 Estimate £m | 2015/16 Estimate £m | 2016/17 Estimate £m |
|-----------------------------------|--------------------|---------------------|---------------------|---------------------|
| General Fund | | | | |
| HRA | | | | |
| Total Expenditure | | | | |
| Capital Receipts | | | | |

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| | | | | |
|------------------------|--|--|--|--|
| Government Grants | | | | |
| Reserves | | | | |
| Revenue | | | | |
| Borrowing | | | | |
| Total Financing | | | | |

4. Capital Financing Requirement:

4.1 The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and its financing.

| Capital Financing Requirement | 15/16 Revised £'000 | 31.03.16 Estimate £'000 | 31.03.17 Estimate £'000 | 31.03.18 Estimate £'000 |
|--------------------------------------|----------------------------|--------------------------------|--------------------------------|--------------------------------|
| General Fund | | | | |
| HRA | | | | |
| HRA settlement | | | | |
| Total CFR | | | | |

5. Actual External Debt:

5.1 This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities. This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

| Actual External Debt as at 31/03/2014 | £'000 |
|--|----------------|
| Borrowing | 122,000 |
| Other Long-term Liabilities | - |
| Total | 122,000 |

6. Authorised Limit and Operational Boundary for External Debt

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- 6.1 The Council has an integrated treasury management strategy and manages its treasury position in accordance with its approved strategy and practice. Overall borrowing will therefore arise as a consequence of all the financial transactions of the Council and not just those arising from capital spending reflected in the CFR.
- 6.2 The **Authorised Limit** sets the maximum level of external borrowing on a gross basis (i.e. not net of investments) for the Council. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing, overdrawn bank balances and long term liabilities. 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.
- 6.3 The Authorised Limit has been set on the estimate of the most likely, prudent but not worst case scenario with sufficient headroom over and above this to allow for unusual cash movements.
- 6.4 The Authorised Limit is the statutory limit determined under Section 3(1) of the Local Government Act 2003 (referred to in the legislation as the Affordable Limit).

| Authorised Limit for External Debt | 2015/16 Estimate £'000 | 2016/17 Estimate £'000 | 2017/18 Estimate £'000 | 2018/19 Estimate £'000 |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Borrowing | | | | |
| Other Long-term Liabilities | | | | |
| Total | | | | |

- 6.5 The Operational Boundary links directly to the Council's estimates of the CFR and estimates of other cashflow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely, prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.
- 6.6 The Executive Director of Finance and Corporate Resources has delegated authority, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities. Decisions will be based on the outcome of financial option

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appraisals and best value considerations. Any movement between these separate limits will be reported to the next meeting of Executive.

| Operational Boundary for External Debt | 2015/16 Estimate £'000 | 2016/17 Estimate £'000 | 2017/18 Estimate £'000 | 2018/19 Estimate £'000 |
|---|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Borrowing | | | | |
| Other Long-term Liabilities | | | | |
| Total | | | | |

7. Adoption of the CIPFA Treasury Management Code

7.1 This indicator demonstrates that the Council has adopted the principles of best practice.

| Adoption of the CIPFA Code of Practice in Treasury Management |
|--|
| The Council approved the adoption of the CIPFA Treasury Management Code at its meeting on 18 th May 2005. |

The Council has incorporated the changes from the revised CIPFA Code of Practice into its treasury policies, procedures and practices.

8 Credit Risk:

- 8.1 The Council considers security, liquidity and yield, in that order, when making investment decisions.
- 8.2 Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.
- 8.3 The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:
 - Published credit ratings of the financial institution (minimum A- or equivalent) and its sovereign (minimum AA+ or equivalent for non-UK sovereigns);

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- Sovereign support mechanisms;
- Credit default swaps (where quoted);
- Share prices (where available);
- Economic fundamentals, such as a country's net debt as a percentage of its GDP);
- Corporate developments, news, articles, markets sentiment and momentum;
- Subjective overlay.

8.4 The only indicators with prescriptive values remain to be credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

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Appendix 2

TREASURY MANAGEMENT POLICY STATEMENT

1. INTRODUCTION AND BACKGROUND

- 1.1 The Council adopts the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice (the Code), as described in Section 5 of the Code.
- 1.2 Accordingly, the Council will create and maintain, as the cornerstones for effective treasury management:-
 - A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - Suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.
- 1.3 The Council (i.e. full Council) will receive reports on its treasury management policies, practices and activities including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
- 1.4 The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to Executive and for the execution and administration of treasury management decisions to Executive Director of Finance and Resources, who will act in accordance with the organisation's policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management.
- 1.5 The Council nominates Executive to be responsible for ensuring effective scrutiny of the Treasury Management Strategy and policies.

2. POLICIES AND OBJECTIVES OF TREASURY MANAGEMENT ACTIVITIES

- 2.1 The Council defines its treasury management activities as:

"The management of the Council'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."

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- 2.2 This 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 focus on their risk implications for the organisation, and any financial instruments entered into to manage these risks.
- 2.3 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 value for money in treasury management, and to employing suitable performance measurement techniques, within the context of effective risk management.”
- 2.4 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.
- 2.5 The Council’s primary objective in relation to investments remains the security of capital. The liquidity or accessibility of the Authority’s investments followed by the yield earned on investments remain important but are secondary considerations.