

REPORT TO: Council 20 February 2020

LEAD CABINET MEMBER: Councillor John Williams,
Lead Cabinet Member for Finance

LEAD OFFICER: Trevor Roff, Interim Director of Finance

Treasury Management Strategy

Executive Summary

1. To undertake the annual review of the Council's Treasury Management Strategy and to consider a refreshed version of the Strategy following consideration of it by Cabinet at its meeting on 5 February 2020.
2. This is a key decision as the report seeks to establish a strategy for 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.

Recommendation

3. **That Council is requested to consider the report and, if satisfied, to approve the updated Treasury Management Strategy attached at Appendix A to the report which sets the policy framework for the Council's treasury management activity, including (i) the Treasury Management Policy Statement, (ii) Minimum Revenue Provision Policy and (iii) Treasury Indicators; and**

Reason for Recommendation

4. To establish and approve an updated Treasury Management Strategy that complies with the Chartered Institute of Public Finance & Accountancy (CIPFA) revised Prudential Code for Capital Finance in Local Authorities. To review the terms of lending to South Cambs Limited during 2020/2021 and the support required to achieve the portfolio of 500 homes identified in the Company Business Plan.

Details

Treasury Management Strategy

5. Treasury management at the Council is conducted within the framework of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year. This report fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA Code.

6. It is appropriate to review the Treasury Management Strategy in light of recent advice proffered by CIPFA, including:
- The need to ensure that Minimum Revenue Provision fully accords with Ministry of Housing, Communities and Local Government (MHCLG) Guidance.
 - The need to incorporate a statement in relation to the organisations status under the Markets in Financial Investments Directive (MIFID) II which applied from 3 January 2018. This new legislative framework sought to strengthen investor protection and improve the functioning of financial markets making them more efficient, resilient and transparent.
 - The need to provide sufficient information around how the authority assesses the credit standing of its counterparties beyond the use of credit ratings.
 - The need to provide sufficient explanation of how the risk attached to non-specified investments risk is assessed compared to specified investments.
 - The need to provide sufficient explanation of how general Treasury Management risk is assessed, monitored and managed.
 - The need to ensure that treasury indicators are comprehensive and accompanied by some form of risk analysis including any risks relating to the individual indicators.
 - The need to ensure that the maturity structure of borrowing indicators are effectively calculated and presented.
 - The need to ensure that sufficient information is provided on the role of the Chief Finance Officer (CFO), and any other governance arrangements.
 - The need to improve the presentation of the indicators to ensure that they are understandable and meaningful and to ensure that an explanation is given of how they are calculated or what they are intended to inform.
 - The need to ensure that sufficient explanation is given in relation to any assumptions that have been made in the estimates used to calculate the indicators, and how robust the assumptions are.
7. The Treasury Management Strategy has been revised to accord with established guidance and best practice, including the CIPFA advice set out above, and the updated version is attached at **Appendix A**.

Treasury Management Policy Statement

8. The revised Treasury Management Strategy incorporates a Treasury Management Policy Statement. This is reproduced below and it is considered that it will remain appropriate and applicable during for 2020/2021:

This statement relates to 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.

The Council has arrangements in place to meet the statutory requirements relating to the Prudential Code for Capital Finance in Local Authorities.

The Council requires that the successful identification, monitoring and control of risk will 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.

The 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.

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 source from which borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

The Council's primary objective in relation to its investments is to ensure that long term capital is not put at risk but that within acceptable risk parameters the portfolio is managed to ensure that interest is maximised. Liquidity is managed through the use of money market funds with additional access to the liquid PWLB and Local Authority borrowing market.

Treasury Management Arrangements

9. The Head of Finance, as the Council's designated S151 Officer, is responsible for implementing and monitoring the Treasury Management Strategy and for establishing effective treasury management practices. The Council has access to specialist advice where appropriate and, in this regard, Link Asset Services have been appointed to provide treasury management advice on developments and best practice in this area and to provide information on the creditworthiness of potential counterparties, deposit and borrowing interest rates and the economy generally.

Ermine Street Housing

10. South Cambs Limited, trading as Ermine Street Housing, continues to operate as an independent property company wholly owned by South Cambridgeshire District Council. The Company primarily provides good quality, market rented housing (both Company owned and leased) and aims to provide a quality service in this sector.
11. Capital allocations of up to £100 million have been allocated since 2016/2017 to enable the Company to achieve its Business Plan objective of increasing the property portfolio each year, until 500 homes are owned and rented by the Company on assured short-hold tenancies. The Company now has approaching 400 properties.
12. The Council has approved lending, in its capital programme, of £13,500,000 in 2019/2020 and a further £16,603,000 in 2020/2021 to allow the Company to grow its portfolio up to the intended 500 homes (bringing the total financial commitment to £87.379 million). This level of overall funding is still considered sufficient to allow the Company to achieve this aim by the end of 2020/2021. The Company is seeking, following advice from its appointed external auditors (Ensors), a formal loan agreement from the Council and in this regard Cabinet, at its meeting on 5 February 2020, supported the issue of a formal loan agreement to South Cambs Limited to reflect the capital allocations identified in the Council's approved capital programme.

13. Ermine Street Housing acquires property on the open market, borrowing at market interest rates from the Council (at 3.85% interest rate). The property is let at market rents to facilitate a reasonable pay back of the investment. There is a need to review the basis for lending, taking into consideration market factors (rates and loan terms) as part of this review. This includes the increase in interest rates from the Public Works Loan Board (PWLB) by one percentage point from 8 October 2019, meaning a typical rate for a loan is now 2.8% instead of 1.8%.
14. The Company has reviewed its Business Plan and, in advance of any wider notification from the Council about future loan terms and rates, the prevailing rate of 3.85% has been retained in its financial forecasts. On the basis of current borrowing rates, and without compromising compliance with State Aid principles, the Council is able to maintain the interest rate during 2020/2021. This will provide essential stability for the long term planning by the Company whilst also providing the Council with some certainty over its future revenue stream. Following consideration of the position Cabinet, at its meeting on 5 February 2020, supported the continuation of the interest rate of 3.85% on advances made to Ermine Street Housing during 2020/2021.
15. Consideration is also being given to the option for the Council to invest in the Company in the form of a combination of lending and equity. This option needs to be evaluated during 2020/2021 from both the Company and the Council's perspective, with external advice being sought by both parties, to ensure that any resulting recommendations are in the best interest of both organisations. Further reports will be submitted, as necessary, during the financial year.

Options

16. The option of not adopting the revised Treasury Management Strategy is not considered to be appropriate. The CIPFA Code of Practice (2017) requires the Council to approve the Strategy before the start of each financial year. Local politicians and officers operate within local governance frameworks of checks and balances to ensure that decision-making is lawful, informed by objective advice, transparent and consultative. Good governance means that proper arrangements are in place to ensure that an authority's intended treasury management objectives are achieved and establishing a policy framework for the development, management and monitoring of all treasury management activity.

Implications

17. In the writing of this report, taking into account the financial, legal, staffing, risk management, equality and diversity, climate change, community safety and any other key issues, the following implications have been considered:

Policy

18. The Treasury Management Strategy and associated Treasury Management Practices set out the parameters by which the Council's treasury management function is operated on a day to day basis.
19. A separate Capital Strategy sets out the policy framework for the development, management and monitoring of capital investment and an updated version of the Strategy is scheduled to be considered at this meeting. Investments held for service purposes or for commercial profit are also subject to a separate Investment Strategy which was approved by Council at its meeting on 28 November 2019.

Legal

20. The statutory framework for the prudential system under which local government operates is set out in the Local Government Act 2003 and Capital Financing and Accounting Statutory Instruments. The framework incorporates four statutory codes:
 - The Prudential Code prepared by the Chartered Institute of Public Finance & Accountancy (CIPFA);
 - The Treasury Management Code prepared by CIPFA;
 - The Statutory Guidance on Local Authority Investments prepared by MHCLG;
 - The Statutory Guidance on Minimum Revenue Provision prepared by MHCLG.
21. CIPFA have published a revised Prudential Code (2017 edition) with accompanying Guidance Notes for Practitioners (2018 edition) and the Treasury Management Code (2017 edition).
22. The MHCLG have also published a revised Investment Guidance and Minimum Revenue Provision Guidance (both commenced on 1st April 2018). The most notable change is the requirement to expand the Investment Strategy to non-financial assets such as investments in property.

Financial

23. There are no additional resource requirements as a result of the refreshed Treasury Management Strategy. The prudential and treasury indicators have been amended to take account of known financial activities.

Risk

24. Compliance with the Treasury Management Strategy and associated Treasury Management Practices seeks to mitigate the risks inherent with the treasury management function. The consideration of Security, Liquidity and Yield, in that order, is critical when assessing potential treasury investments.

Environmental

25. There are no environmental implications arising directly from the report. The environmental impacts of each capital scheme are considered as part of the implementation stage of a specific project.

Equality Analysis

26. In preparing this report, due consideration has been given to the Council's statutory Equality Duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relations, as set out in Section 149(1) of the Equality Act 2010.
27. It is considered that the report has no relevance to the Council's statutory equality duty to eliminate unlawful discrimination, advance equality of opportunity and foster good relation. An equality analysis is not needed. Individual capital bids may, however, have specific equality impacts that need to be considered and evaluated.

Background Papers

Where the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 require documents to be open to inspection by members of the public, they must be available for inspection:

- (a) at all reasonable hours at the offices of South Cambridgeshire District Council;
- (b) on the Council's website; and
- (c) in the case of documents to be available for inspection pursuant to regulation 15, on payment of a reasonable fee required by the Council by the person seeking to inspect the documents at the offices of South Cambridgeshire District Council.

The following documents are relevant to this report:

- General Fund Medium Term Financial Strategy – Report to Cabinet: 7 November 2018
- Budget Report – Report to Cabinet: 6 February 2019
- Business Plan 2019 - 2014 – Report to Council: 21 February 2019
- Medium Term Financial Strategy and General Fund Budget – Report to Council: 21 February 2019
- Investment Strategy – Report to Council: 28 November 2019
- Treasury Management Annual Report 2018/2019 – Report to Audit and Corporate Governance Committee: 19 December 2019
- Mid-Year 2019/2020 Treasury Management Report – Report to Audit and Corporate Governance Committee: 19 December 2019
- Treasury Management Strategy – Report to Cabinet: 5 February 2020

Appendices

A Treasury Management Strategy

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APPENDIX A



**South
Cambridgeshire
District Council**



TREASURY MANAGEMENT STRATEGY

FEBRUARY 2020

Councillor John Williams
Lead Member for Finance

Peter Maddock
Head of Finance

1. INTRODUCTION

- 1.1 The Council has adopted the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code) which requires the Authority to approve a Treasury Management Strategy before the start of each financial year.
- 1.2 This Strategy fulfils the Authority's legal obligation under the Local Government Act 2003 to have regard to the CIPFA code and the Ministry of Housing, Communities and Local Government (MHCLG) Guidance.
- 1.3 The Treasury Management Strategy sets the framework for the Council's treasury management activity and includes:
- Treasury Management Policy Statement;
 - Minimum Revenue Provision Policy Statement;
 - Treasury Management Indicators for 2020/2021.
- 1.4 The Council has borrowed and invested substantial sums of money and, therefore, has potential exposures to financial risks, including the loss of invested funds and the effect of changing interest rates. The successful identification, monitoring and control of risk is, therefore, central to the Council's Treasury Management Strategy.
- 1.5 The Strategy requires the Council to receive and approve, as a minimum, the following treasury management reports each year, namely:
- The annual review of the Treasury Management Strategy incorporating prudential and treasury indicators;
 - A mid-year treasury management report to update members on the progress of the capital position, the performance against approved prudential indicators as necessary and to advise if any policies require revision;
 - An annual report of the treasury management activities, including the outturn position that compares actual performance to the estimates in the Strategy.
- 1.6 Investments held for service purposes or for commercial profit are considered in a different report called the Investment Strategy which was approved by Council at its meeting on 28 November 2020.

2. POLICY OBJECTIVES

- 2.1 To set a balanced General Fund Revenue Budget in accordance with Section 33 of the Local Government Act 1992.
- 2.2 Having regard to affordability considerations manage the Council's long term debt. Variable rate and fixed rate borrowing and debt rescheduling will be considered as appropriate and as variations in interest rates occur.
- 2.3 To invest Council capital and revenue balances until they are used/spent in order that the Council gains investment income to help finance its annual revenue expenditure.
- 2.4 To keep within the Council's approved Treasury Management Policy and Practices.

- 2.5 The Council's primary objective in relation to its investments is to ensure that long term capital is not put at risk but that within acceptable risk parameters the portfolio is managed to ensure that interest is maximised. Liquidity is managed through the use of money market funds with additional access to the liquid PWLB and Local Authority borrowing market.

3. TREASURY MANAGEMENT POLICY STATEMENT

- 3.1 The Council's Treasury Management Policy Statement is as follows:

This statement relates to 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.

The Council has arrangements in place to meet the statutory requirements relating to the Prudential Code for Capital Finance in Local Authorities.

The Council requires that the successful identification, monitoring and control of risk will 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.

The 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.

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 source from which borrowing is taken and the type of borrowing should allow the Council transparency and control over its debt.

The Council's primary objective in relation to its investments is to ensure that long term capital is not put at risk but that within acceptable risk parameters the portfolio is managed to ensure that interest is maximised. Liquidity is managed through the use of money market funds with additional access to the liquid PWLB and Local Authority borrowing market.

4. GOVERNANCE ARRANGEMENTS

- 4.1 The Audit and Corporate Governance Committee is responsible for monitoring treasury management activity and the Committee receives reports from the Section 151 Officer on treasury management policies and performance. The scrutiny and approval of the mid-term and annual treasury management reports is delegated to the Audit and Corporate Governance Committee.
- 4.2 Treasury management reports are required to be adequately scrutinised before being recommended to Council. The Treasury Management Strategy is scrutinised by the Overview and Scrutiny Committee alongside the Council's budget papers each financial year.
- 4.3 Members of these Committees are responsible for ensuring that they have the necessary skills and training to properly discharge their responsibilities in relation to the Council's treasury management function.

5. ROLE OF S151 OFFICER

- 5.1 The Head of Finance, as the designated Section 151 Officer, has delegated responsibility to implement and monitor the Treasury Management Policy Statement and Treasury Management Strategy approved by the Council.
- 5.2 All monies in the hands of the Council are controlled by the Head of Finance.
- 5.3 Decisions on borrowing, investment or financing are taken by the Head of Finance.
- 5.4 The Head of Finance is responsible for reporting to the Council on treasury management issues as set out in Section 1.5 above.
- 5.5 To ensure that members and officers with treasury management responsibilities have access to training relevant to their needs and responsibilities.
- 5.6 The Council has appointed a Treasury Management Advisor, Link Asset Services, to enable independent specialist advice to be obtained on all aspects of the treasury management function. This includes forecasts of the potential influence of interest rates on treasury management issues for the Council. A detailed economic and interest rate forecast provided by Link Asset Services is attached at [Annex A](#).

6. CAPITAL FINANCING REQUIREMENT

- 6.1 The Council undertakes capital expenditure on long-term assets. These activities may either be:
 - Financed immediately through the use of capital or revenue resources (capital receipts, capital grants, developer contributions, revenue contributions, use of earmarked reserves etc.), which has no resultant impact on the Council's borrowing need, or;
 - If insufficient financing is available for the investment, or a decision is taken not to apply other resources, the funding of capital expenditure will give rise to a borrowing need.
- 6.2 The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing and investments below their underlying levels, sometimes known as internal borrowing. The proposed capital expenditure and how it will be financed is shown at [Annex B](#).
- 6.3 As at 17 December 2019, the Council held £205 million of borrowing and £122.9 million of investments. This portfolio is set out in further detail at [Annex B](#) with forecast changes in these sums are shown in the balance analysis in [Annex C](#).
- 6.4 CIPFA's prudential code for Capital Finance in Local Authorities recommends that the Authority's total debt should be lower than its highest forecast CRF over the next three years. [Annex C](#) shows that the Authority expects to comply with the recommendation during 2020/2021.

7. LIABILITY BENCHMARK

- 7.1 To compare the Council's actual borrowing against an alternative strategy, a liability benchmark has been calculated showing the lowest risk level of borrowing at [Annex D](#). This assumes the same forecasts as [Annex C](#), but that cash and investment balances are kept to a minimum level of £10 million at each year end to maintain sufficient liquidity but minimise credit risk.

8. BORROWING STRATEGY

- 8.1 The Council is permitted to borrow under the Prudential Framework, introduced with effect from 1 April 2004.
- 8.2 The Authority is forecast to hold £205.123 million of long term loans with no scheduled repayments during the year. This represents the only debt currently held by the Council, relating to 41 loans from the PWLB for self-financing the Housing Revenue Account (HRA) taken out in 2012 and totalling £205.123 million.
- 8.3 Based on the Capital Programme approved at Council on 28 November 2019 it is anticipated that there will be some external borrowing for capital financing purposes during 2020/2021. There may also from time to time be an operational cash flow need that requires short term borrowing to be taken. The Authority could borrow in addition to this to pre-fund future years' requirements, providing this does not exceed the authorised limit for borrowing of £10 million.
- 8.4 The Council will not borrow more than or in advance of its needs purely to profit from the investment of the extra sums borrowed. Any decision to borrow in advance will be within forward approved Capital Financing Requirement estimates and will be considered carefully to ensure that value for money can be demonstrated and that the council can ensure the security of such funds.
- 8.5 In the event that external borrowing is undertaken the Council will be eligible to access funds at the PWLB Certainty Rate (that provides a 0.20% discount on loans).
- 8.6 **Objectives:** The Authority's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest rates and achieving cost certainty over the period for which funds are required. The flexibility to renegotiate loans should the Authority's long-term plans change is a secondary objective.
- 8.7 **Strategy:** Given the significant cuts to public expenditure and in particular to local government funding, the Authority's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently much lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources or to borrow short-term loans instead.

By doing so, the Authority is able to reduce net borrowing costs (despite foregone investment income) and reduce overall treasury risk. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing rates are forecast to rise modestly. The Council's treasury adviser will assist the Authority with this 'cost of carry' and breakeven analysis. This may determine whether the Authority borrows additional sums at long-term fixed rates in 2020/2021 with a view to keeping future interest costs low, even if this causes additional cost in the short-term.

Alternatively, the Authority may arrange forward starting loans during 2020/2021, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period. In addition, the Authority may borrow short-term loans to cover unexpected cash flow shortages.

8.8 **Sources:** The approved sources of long-term and short-term borrowing are:

- Public Works Loan Board (PWLB) and any successor body.
- Any institution approved for investments (see below).
- Any other bank or building society authorised to operate in the UK;
- Any other UK public sector body;
- UK public and private sector pension funds;
- Municipal Bond Agency;
- Capital Market Bond Investors;
- Local Capital Finance Company and other special purpose companies created to enable local authority bond issues.

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Leasing;
- Hire purchase;
- Sale and leaseback.

The Council has previously raised the majority of its long-term borrowing from the PWLB, 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.

8.9 **Municipal Bond Agency:** UK Municipal Bonds Agency was established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities. This will be a more complicated source of finance than the PWLB for three reasons:

- Borrowing authorities may be required to provide bond investors to guarantee the risk that other local authority borrowers default on their loans.
- There will be a lead time of several months between committing to borrow and knowing the interest rate payable.
- Up to 5% of the loan proceeds will be withheld from the Authority and used to bolster the Agency's capital strength.

Any decision to borrow from the Agency will, therefore, be the subject of a separate report to Full Council.

8.10 **Short-term and Variable Rate loans:** These loans leave the Council exposed to the risk of short-term interest rate rises and are, therefore, subject to the interest rate exposure limits in the treasury management indicators below.

8.11 **Debt Rescheduling:** The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Council may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

9. MINIMUM REVENUE PROVISION

- 9.1 Minimum Revenue Provision (MRP) is the revenue charge that the Council is required to make for the repayment of debt, as measured by the underlying need to borrow, rather than actual debt. The underlying debt is needed to finance capital expenditure which has not been fully financed by revenue or capital resources. As capital expenditure is generally expenditure on assets which have a life expectancy of over one year it is prudent to charge an amount for the repayment of debt over the life of the asset or some similar proxy figure.
- 9.2 The Local Authorities (Capital Finance and Accounting) regulations require local authorities to calculate for the financial year an amount of MRP which is considered to be 'prudent'.
- 9.3 There is no requirement to charge MRP where the Capital Financing Requirement (CFR) is nil or negative at the end of the preceding financial year.
- 9.4 The Housing Revenue Account share of the CFR is not subject to an MRP charge.
- 9.5 There is no requirement to make an MRP charge on an asset until the financial year after that asset becomes operational.
- 9.6 The Government has issued revised guidance (in January 2018) on the calculation of MRP. The Council is required to have regard to the guidance based on the underlying principle that the provision should be linked to the life of the assets for which the borrowing is required. However, the guidance is clear that differing approaches can be considered if the resulting provision is prudent.
- 9.7 In general, the Council will make an MRP based on the equal instalment method, amortising expenditure equally over the estimated useful life of the asset for which the borrowing is required. However, no provision will be made in respect of expenditure on specific projects where the Chief Financial Officer determines that receipts will be generated by the project to repay the debt.
- 9.8 Where a loan is made to a wholly owned subsidiary of the council, the loan is deemed to be secured on the assets of the company. Evidence of the ability to repay the loan will be based on the company's business plan and asset valuation, and no MRP will be made. The Council will review the loan and business plan annually, where there is evidence that suggests the full amount of the loan will not be repaid it will be necessary to reassess the charge to recover the impaired amounts from revenue.
- 9.9 Exceptionally, where capital expenditure is part of a loan agreement to other than a wholly owned subsidiary, the Council may register a fixed and floating charge over the counterparty assets to secure the Council's interest in the investment, or alternately an equity share interest in an asset with value.
- 9.10 The Council has been pursuing a programme of investment in commercial property using powers under S12 of the Local Government Act 2003. This is deemed capital expenditure and will be financed from cash balances and/or external borrowing as appropriate at the time. MRP will be provided for using the useful life determinant with regard to maximum lives permitted in the revised MHCLG MRP guidance of 50 years for freehold land and 40 years for all other assets. MRP will be made on the purchase of these properties in the year following the year of purchase.
- 9.11 The Council's MRP Policy is summarised at [Annex E](#).

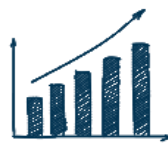
10. INVESTMENT STRATEGY

10.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the investment balance has ranged between £122.6 million and £97.7 million. These levels should be maintained in the forthcoming year, although it is expected that more will be invested in Ermine Street Housing and less in Banks and Building Societies.

10.2 **Objectives:** The CIPFA Code requires the Authority to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Authority's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

The portfolio will target as a whole to achieve a return above the Bank of England Consumer Price Inflation (CPI) target in order to maintain the spending power of the sum invested. Where balances are expected to be invested for more than one year, the Council will aim to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

10.3 **Strategy:** To achieve the objective above the Council has set a target based on CPI inflation (November CPI is 1.5%). The target of 2% will ensure spending power of the sum invested is maintained. To achieve this target the Council will continue to lend to Ermine Street Housing, and spread other investments across approved counterparties as set out in [Annex G](#). The Council will use Money Market Funds and Ultra Short Dated Bond Funds with limits of £10m per entity to manage liquidity in low volatility price risk funds. The remaining funds will be assessed against the evolving cash flow outlook and invested in the approved counterparties.



INVESTMENT STRATEGY

10.4 **Business Model:** Under the IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Council aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and, therefore, where other criteria are also met, these investments will continue to be accounted for at amortised cost.

10.5 **Approved Counterparties:** The Authority may invest its surplus funds with any of the counterparty types in [Annex F](#), subject to the cash limits (per counterparty) and the time limits shown. A more detailed breakdown of this can be seen in [Annex G](#).

10.6 **Credit Rating:** Investment limits are set decisions and made by reference to the lowest published long-term credit rating from a selection of external rating agencies. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account.

- 10.7 **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.
- 10.8 **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- 10.9 **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is generally a lower risk of insolvency, although they are not zero risk. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- 10.10 **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made following an external credit or to the value of £1 million per company as part of a diversified pool in order to spread the risk widely.
- 10.11 **Registered Social Landlords (RSL's):** Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and RSL's, formerly known as housing associations. These bodies are tightly regulated by the Regulator of Social Housing (in England), the Scottish Housing Regulator, the Welsh Government and the Department for Communities (in Northern Ireland). As providers of public services, the likelihood of receiving government support if needed exists.
- 10.12 **Pooled Funds:** Shares or units in diversified investment vehicles consisting of any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short Term Money Market Funds that offer same-day liquidity and that offer very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- 10.13 **Bond, equity and property funds:** Offers enhanced returns over the longer term, but are more volatile in the short 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.
- 10.14 **Real estate investment trusts:** Shares in companies that invest mainly in real estate and pay the majority of their rental income to investors in a similar manner to pooled property funds. As with property funds, REITs offer enhanced returns over the longer term, but are more volatile especially as the share price reflects changing demand for the shares as well as changes in the value of the underlying properties.

10.15 **Operational Bank Accounts:** The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and balances will, therefore, be kept below £1 million per bank. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

10.16 **Risk Assessment and Credit Ratings:** Credit ratings are obtained and monitored by the Authority's treasury advisor, 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,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a credit rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it may fall below the approved rating criteria, then only investments that can be withdrawn on the next working day will be made with that organisation until the outcome of the review is announced.

This policy will not apply to negative outlooks, which indicate a long-term direction of travel rather than an imminent change of rating.

10.17 **Other Information on the Security of Investments:** The Authority 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 organisation's in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press and advice from the Council's treasury management adviser. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may otherwise meet the above criteria.

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 Authority 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 Authority's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office or invested in government treasury bills 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.

10.18 **Investment Limits:** The revenue reserves available to cover investment losses are forecast to be £14 million on 31 March 2020. In order that available reserves will not be put at risk for unsecured investments in the case of a single default, the maximum that will be lent to any one organisation (other than the UK Government) will be £10 million per entity on unsecured investments.

A group of banks under the same ownership will be treated as a single organisation for limit purposes. Limits will also be placed on fund managers, investments in brokers' nominee accounts, foreign countries and industry sectors as outlined in [Annex H](#). Investments in pooled funds and multilateral development banks do not count against the limit for any single foreign country, since the risk is diversified over many countries.

- 10.19 **Liquidity Management:** The Authority uses purpose-built cash flow forecasting spreadsheets to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis, with receipts underestimated and payments over-estimated to minimise the risk of the Authority being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Authority's medium term financial plan and cash flow forecast.

11. PRUDENTIAL INDICATORS

- 11.1 The Local Government Act 2003 requires the Authority to have regard to the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code) when determining how much money it can afford to borrow. The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice.
- 11.2 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 and these are identified in the separate Capital Strategy.
- 11.3 The following indicators are identified in the Capital Strategy:
- (1) **Estimates of Capital Expenditure:** This indicator provides the level of gross capital expenditure that is estimated to be incurred. The estimated expenditure includes schemes where funding has already been approved.
 - (2) **Estimates of Capital Financing Requirement (CFR):** This indicator provides a limit for which net external borrowing will not be exceeded, except on a short-term basis.
 - (3) **Gross Debt and the CFR:** Statutory guidance is that debt should remain below the CFR, except in the short term.
 - (4) **Authorised Limit and the Operational Boundary for External Debt:** This determines the maximum total amount the Council will be able to borrow. The Operational Boundary indicator represents the prudent level of borrowing and will be reviewed annually.
 - (5) **Proportion of Financing Costs to Net Revenue Stream:** This indicator provides the ratio of financing costs to the Council's estimated net revenue expenditure (i.e. the expenditure financed by the revenue support grant, business rate redistribution, council tax and collection fund surplus share).

12. TREASURY MANAGEMENT INDICATORS

12.1 The Authority measures and manages its exposures to treasury management risks using the following indicators.

A. Interest Rate Exposures: This indicator is set to control the Authority's exposure to interest rate risk. The Authority minimises its risk to interest rate changes by undertaking all borrowing in fixed rate products such as PWLB or short term Local Authority loans.

B. Maturity Structure of Borrowing: This indicator is set to control the Authority's exposure to refinancing risk. The upper and lower limits on the maturity structure of borrowing will be:

| Refinancing Rate Risk Indicator | Upper Limit | Lower Limit |
|---------------------------------|-------------|-------------|
| Under 12 months | 30% | 0% |
| 12 months and within 24 months | 30% | 0% |
| 24 months and within 5 years | 30% | 0% |
| 5 years and within 10 years | 30% | 0% |
| 10 years and within 20 years | 40% | 0% |
| 20 years and within 30 years | 60% | 0% |
| 30 years and above | 100% | 20% |

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

C: Principal Sums Invested for Periods Longer than a year: The purpose of this indicator is to control the Authority's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long term principal sum invested to final maturities beyond the end of the period will be:

| Price Risk Indicator | 2020/2021 | 2021/2022 | 2022/2023 |
|---|-------------|------------|------------|
| Limit on principal invested before year end | £10 million | £5 million | £3 million |

D: Security: The Authority generally but not exclusively follows the guidance provided by its Advisers on the selection of Counterparties and duration of investments. The Advisers provide a Weighted Average Credit Risk score at the end of each month for the investment portfolio as part of its benchmarking service.

The lower the score calculated indicates a lower credit risk has been taken by the Council for its internal investments. The Council aims to perform at a level less than or equal to the target:

| Link Credit Risk Indicator | Target |
|---|--------|
| Portfolios weighted average risk number | < 5.0 |

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

| Liquidity Risk Indicator | Target |
|--------------------------------------|-------------|
| Total cash available within 3 months | £10 million |

F: Yield: The Authority, in order to maintain the spending power of the money it invests, has adopted a voluntary yield target for the portfolio of the Bank of England Consumer Price Inflation (CPI) target. This will be also be measured against year on year CPI Inflation as part of the Annual Review.

| Inflation Risk Indicator | Target |
|----------------------------|--------|
| Minimum Yield on Portfolio | 2% |

13. OTHER ITEMS

13.1 The CIPFA code requires the Authority to include the following in its treasury management strategy.

13.2 **Policy on Use of Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk (e.g. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk (e.g. LOBO loans and callable deposits). The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Authority does not use Financial Derivatives and does not expect to use these in 2020/2021. The Authority will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Authority is exposed to. Additional risks presented, such as credit exposure to derivative counterparties, will be taken into account when determining the overall level of risk. Embedded derivatives, including those present in pooled funds and forward starting transaction, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

Financial derivative transactions may be arranged with any organisation that meets the approved investment criteria. The current value of any amount due from a derivative counterparty will count against the counterparty credit limit and the relevant foreign country limit

13.3 **Markets in Financial Instruments Directive:** The Authority has opted up to professional client status with its providers of financial services, including advisers, banks, brokers and fund managers, allowing it access to a greater range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Chief Financial Officer believes this to be the most appropriate status.



14. OTHER OPTIONS CONSIDERED

The CIPFA Code does not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Financial Officer having consulted the Lead Cabinet Member for Finance, believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed below.

| Alternative | Impact on Income and Expenditure | Impact on Risk Management |
|---|--|--|
| Invest in a narrower range of counterparties and/or for shorter times | Interest income will be lower | Lower chance of losses from credit related defaults, but any such losses will be greater |
| Invest in a wider range of counterparties and/or for longer times | Interest income will be higher | Increased risk of losses from credit related defaults, but any such losses will be smaller |
| Borrow additional sums at long-term fixed interest rates | Debt interest costs will rise; this is unlikely to be offset by higher investment income | Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain |
| Borrow short-term or variable loans instead of long-term fixed rates | Debt interest costs will initially be lower | Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs will be less certain |
| Reduce level of borrowing | Saving on debt interest is likely to exceed lost investment income | Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain |

15. GLOSSARY OF TERMS

A glossary of terms and abbreviations used in Treasury Management is available at [Annex I](#).

Treasury Management Adviser: Economic & Interest Rate Forecast as at 14 November 2019

ECONOMIC BACKGROUND

UK. Brexit. 2019 has been a year of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on 31 October 2019, with or without a deal. However, MPs blocked leaving on that date and the EU agreed an extension to 31 January 2020. In late October, MPs approved an outline of a Brexit deal to enable the UK to leave the EU on 31 January; however, even if a Conservative Government gains an overall majority in the general election on 12 December, there will still be much uncertainty as the detail of a trade deal will need to be negotiated by the current end of the transition period in December 2020.

While the Bank of England went through the routine of producing another quarterly Inflation Report, (now renamed the Monetary Policy Report), on 7 November 2019, it is very questionable how much all the writing and numbers are worth when faced with the uncertainties of where the UK will be after the general election. The Bank made a change in their Brexit assumptions to now include a deal being eventually passed. Possibly the biggest message that is worth taking note of from the Monetary Policy Report, was an increase in concerns among MPC members around weak global economic growth and the potential for Brexit uncertainties to become entrenched and so delay UK economic recovery.

Consequently, the MPC voted 7-2 to maintain Bank Rate at 0.75% but two members were sufficiently concerned to vote for an immediate Bank Rate cut to 0.5%. The MPC warned that if global growth does not pick up or Brexit uncertainties intensify, then a rate cut was now more likely. Conversely, if risks do recede, then a more rapid recovery of growth will require gradual and limited rate rises. The speed of recovery will depend on the extent to which uncertainty dissipates over the final terms for trade between the UK and EU and by how much global growth rates pick up. The Bank revised its inflation forecasts down – to 1.25% in 2019, 1.5% in 2020, and 2.0% in 2021; hence the MPC views inflation as causing little concern in the near future.

If economic growth were to weaken considerably, the MPC has relatively little room to make a big impact with Bank Rate still only at 0.75%. It would therefore, probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in the annual expenditure budgets of government departments and services and expenditure on infrastructure projects, to boost the economy.

The Government has already made moves in this direction and both of the largest parties have made significant promises in their election manifestos to increase government spending. The Chancellor has also amended the fiscal rules in November to allow for an increase in government expenditure. In addition, it has to be borne in mind that even if the post-election Parliament agrees the deal on 31 January 2020, the current transition period for negotiating the details of the terms of a trade deal with the EU only runs until 31 December 2020. This could prove to be an unrealistically short timetable for such major negotiations which leaves open two possibilities; one the need for an extension of negotiations, probably two years, or a no deal Brexit in December 2020.

As for **inflation** itself, CPI has been hovering around the Bank of England's target of 2% during 2019 but fell again in October to 1.5%. It is likely to remain close to or under 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily because of imported inflation on the back of a weakening pound.

With regard to the **labour market**, growth in numbers employed has been quite resilient through 2019 until the three months to September 2019 where it fell by 58,000. However, this was about half of what had been expected. The unemployment rate fell back again to a 44 year low of 3.8% on the Independent Labour Organisation measure in September, despite the fall in numbers employed, due to numbers leaving the work force. Wage inflation has been edging down from a high point of 3.9% in July to 3.8% in August 2019 and now 3.6% in September 2019 (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 1.9%. As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The other message from the fall in wage growth is that employers are beginning to find it easier to hire suitable staff, indicating that supply pressure in the labour market is easing.

In the **political arena**, it is considered that the general election could result in a potential loosening of monetary policy and, therefore, medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.

USA. President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of growth to a robust 2.9% y/y. **Growth** in 2019 has been falling after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2 and then 1.9% in quarter 3; it is expected to fall further. The strong growth in employment numbers during 2018 has weakened during 2019, indicating that the economy is cooling, while inflationary pressures are also weakening; CPI inflation fell from 2.3% to 2.0% in September 2019.

The Fed finished its series of increases in rates to 2.25 – 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not intended to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc). It then cut rates by 0.25% again in September and by another 0.25% in its October meeting to 1.50 – 1.75%. At its September meeting it also said it was going to start buying Treasuries again, although this was not to be seen as a resumption of quantitative easing but rather an exercise to relieve liquidity pressures in the repo market. Despite those protestations, this still means that the Fed is again expanding its balance sheet holdings of government debt. In the first month, it will buy \$60bn, whereas it had been reducing its balance sheet by \$50bn per month during 2019. As it will be buying only short-term (under 12 months) Treasury bills, it is technically correct that this is not quantitative easing (which is purchase of long term debt).

Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This **trade war** is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.

However, in early November, a phase one deal was agreed between the US and China to roll back some of the tariffs which gives some hope of resolving this dispute.

EUROZONE. Growth has been slowing from +1.8 % during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1, +0.2% q/q (+1.2% y/y) in quarter 2 and then +0.2% q/q, +1.1% in quarter 3; there appears to be little upside potential in the near future. German GDP growth has been struggling to stay in positive territory in 2019 and fell by -0.1% in quarter 2; industrial production was down 4% y/y in June with car production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars.

The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which then meant that the central banks in the US, UK and EU had all ended the phase of post financial crisis expansion of liquidity supporting world financial markets by quantitative easing purchases of debt. However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels “at least through the end of 2019”, but that was of little help to boosting growth in the near term. Consequently, it announced a third round of TLTROs; this provides banks with cheap borrowing every three months from September 2019 until March 2021 that means that, although they will have only a two-year maturity, the Bank was making funds available until 2023, two years later than under its previous policy.

As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank’s eligible loans. However, since then, the downturn in EZ and world growth has gathered momentum; at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a resumption of quantitative easing purchases of debt for an unlimited period; (at its October meeting it said this would start in November at €20bn per month - a relatively small amount compared to the previous buying programme). It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and, unsurprisingly, the ECB stated that governments will need to help stimulate growth by ‘growth friendly’ fiscal policy.

On the political front, Austria, Spain and Italy have been in the throes of **forming coalition governments** with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The latest results of German state elections has put further pressure on the frail German CDU/SDP coalition government and on the current leadership of the CDU. The results of the Spanish general election in November have not helped the prospects of forming a stable coalition.

CHINA. Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and shadow banking systems. In addition, there still needs to be a greater switch from investment in industrial capacity, property construction and infrastructure to consumer goods production.

JAPAN - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.

WORLD GROWTH. Until recent years, world growth has been boosted by increasing **globalisation** i.e. countries specialising in producing goods and commodities in which they have an economic advantage and which they then trade with the rest of the world. This has boosted worldwide productivity and growth, and, by lowering costs, has also depressed inflation. However, the rise of China as an economic superpower over the last thirty years, which now accounts for nearly 20% of total world GDP, has unbalanced the world economy.

The Chinese government has targeted achieving major world positions in specific key sectors and products, especially high tech areas and production of rare earth minerals used in high tech products. It is achieving this by massive financial support (i.e. subsidies) to state owned firms, government directions to other firms, technology theft, restrictions on market access by foreign firms and informal targets for the domestic market share of Chinese producers in the selected sectors. This is regarded as being unfair competition that is putting western firms at an unfair disadvantage or even putting some out of business. It is also regarded with suspicion on the political front as China is an authoritarian country that is not averse to using economic and military power for political advantage. The current trade war between the US and China therefore needs to be seen against that backdrop. It is, therefore, likely that we are heading into a period where there will be a reversal of world globalisation and a decoupling of western countries from dependence on China to supply products. This is likely to produce a backdrop in the coming years of weak global growth and so weak inflation. Central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will militate against central banks increasing interest rates.

The trade war between the US and China is a major concern to **financial markets** due to the synchronised general weakening of growth in the major economies of the world, compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns resulted in **government bond yields** in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US). There are also concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks and the use of negative central bank rates in some countries. The latest PMI survey statistics of economic health for the US, UK, EU and China have all been predicting a downturn in growth; this confirms investor sentiment that the outlook for growth during the year ahead is weak.

INTEREST RATE FORECASTS

The interest rate forecasts provided by Link Asset Services are predicated on an assumption of an agreement being reached on Brexit between the UK and the EU. On this basis, while GDP growth is likely to be subdued in 2019 due to all the uncertainties around Brexit depressing consumer and business confidence, an agreement is likely to lead to a boost to the rate of growth in subsequent years which could, in turn, increase inflationary pressures in the economy and so cause the Bank of England to resume a series of gentle increases in Bank Rate. Just how fast, and how far, those increases will occur and rise to, will be data dependent. The forecasts in this report assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.

- In the event of an **orderly non-agreement exit**, it is likely that the Bank of England would take action to cut Bank Rate from 0.75% in order to help economic growth deal with the adverse effects of this situation. This is also likely to cause short to medium term gilt yields to fall.

- If there was a **disorderly Brexit**, then any cut in Bank Rate would be likely to last for a longer period and also depress short and medium gilt yields correspondingly. Quantitative easing could also be restarted by the Bank of England. It is also possible that the government could act to protect economic growth by implementing fiscal stimulus.

However, there would appear to be a majority consensus in the Commons against any form of non-agreement exit so the chance of this occurring has diminished.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- In the event that a Brexit deal was agreed with the EU and approved by Parliament, the balance of risks to economic growth and to increases in Bank Rate is likely to change to the upside.

One risk that is both an upside and downside risk, is that all central banks are now working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could therefore either over or under do increases in central interest rates.

Downside risks to current forecasts for UK gilt yields and PWLB rates include:

- **Brexit** – if it were to cause significant economic disruption and a major downturn in the rate of growth.
- **Bank of England** takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the **Eurozone sovereign debt crisis**. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new coalition based on an unlikely alliance of very different parties will endure.
- Weak capitalisation of some **European banks**, particularly Italian banks.
- **German minority government**. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. The CDU has done badly in recent state elections, but the SPD has done particularly badly, and this has raised a major question mark over continuing to support the CDU. Angela Merkel has stepped down from being the CDU party leader, but she intends to remain as Chancellor until 2021.

- **Other minority EU governments.** Austria, Sweden, Spain, Portugal, Netherlands and Belgium also have vulnerable minority governments dependent on coalitions which could prove fragile.
- **Austria, the Czech Republic, Poland and Hungary** now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- In October 2019, the IMF issued a report on the World Economic Outlook which flagged up a synchronised slowdown in world growth. However, it also flagged up that there was **potential for a rerun of the 2008 financial crisis**, but this time centred on the huge debt binge accumulated by corporations during the decade of low interest rates. This now means that there are corporates who would be unable to cover basic interest costs on some \$19trn of corporate debt in major western economies, if world growth was to dip further than just a minor cooling. This debt is mainly held by the shadow banking sector i.e. pension funds, insurers, hedge funds, asset managers etc., who, when there is \$15trn of corporate and government debt now yielding negative interest rates, have been searching for higher returns in riskier assets. Much of this debt is only marginally above investment grade so any rating downgrade could force some holders into a fire sale, which would then depress prices further and so set off a spiral down. The IMF's answer is to suggest imposing higher capital charges on lending to corporates and for central banks to regulate the investment operations of the shadow banking sector. In October 2019, the deputy Governor of the Bank of England also flagged up the dangers of banks and the shadow banking sector lending to corporates, especially highly leveraged corporates, which had risen back up to near pre-2008 levels.
- **Geopolitical risks**, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates:

- **Brexit** – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The **Bank of England is too slow** in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- **UK inflation**, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

Capital Programme & Financing: 17 December 2019

| £'000 | 2018/19 Actual | 2019/20 Estimate | 2020/21 Estimate | 2021/22 Estimate | 2022/23 Estimate |
|---|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital expenditure: | | | | | |
| General Fund | 2,788 | 53,148 | 79,058 | 78,093 | 79,170 |
| HRA | 15,625 | 23,233 | 29,528 | 31,302 | 12,446 |
| Third Party Loans - ESH | 23,147 | 13,500 | 16,603 | - | - |
| Third Party Loans - Other | 1,255 | 1,145 | - | - | - |
| Total Capital Expenditure | 42,815 | 91,026 | 125,189 | 109,395 | 91,616 |
| Resourced By: | | | | | |
| Capital Receipts | (4,654) | (5,898) | (7,333) | (8,824) | (6,835) |
| Other Contributions | (13,759) | (20,417) | (28,569) | (18,071) | (12,281) |
| Total Available Resource for Capital Financing | (18,413) | (26,315) | (35,902) | (34,620) | (19,116) |
| Unfinanced Capital Expenditure | 24,402 | 64,711 | 89,287 | 82,500 | 72,500 |

Actual Portfolio: 17 December 2019

| | Actual Portfolio £m |
|--|---------------------|
| External borrowing: | |
| Public Works Loan Board | 205.1 |
| LOBO loans from banks | Nil |
| Total external borrowing | 205.1 |
| Other long-term liabilities: | |
| Finance Leases | Nil |
| Total other long-term liabilities | Nil |
| Total gross external debt | 205.1 |
| Treasury investments: | |
| Banks & building societies (unsecured) | 21.4 |
| Ermine Street Housing | 67.1 |
| Government (incl. local authorities) | 7 |
| Money Market Funds | 20 |
| Registered Social Landlords | 5 |
| Cambridge Leisure and Ice Centre | 2.4 |
| Total treasury investments | 122.9 |
| Net debt | 82.2 |

Note: all values are on a principal/nominal basis

Medium Term Forecasts: 20/12/19

| | 31.3.2019 Actual £m | 31.3.2020 Estimate £m | 31.3.2021 Forecast £m | 31.3.2022 Forecast £m | 31.3.2023 Forecast £m |
|----------------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| General Fund CFR | 271.4 | 335.8 | 423.7 | 504.5 | 575.4 |
| Less: Other debt liabilities | | | | | |
| Loans CFR | 271.4 | 335.8 | 423.7 | 504.5 | 575.4 |
| Less: External Borrowing | 205.1 | 253.6 | 337.7 | 407.2 | 475.7 |
| Internal (over) borrowing | 66.3 | 82.2 | 86.0 | 97.3 | 99.7 |
| Less: Usable Reserves | 71.1 | 73.8 | 70.1 | 66.9 | 64.5 |
| Less: Working Capital | 26.6 | 26.8 | 27.0 | 27.2 | 27.4 |
| Investments | 10.0 | 10.0 | 10.0 | 10.0 | 10.0 |

Projections are based on the latest Capital Programme to be submitted to Full Council on 20 February 2020

Liability Benchmark

| | 31.3.2019 Actual £m | 31.3.2020 Estimate £m | 31.3.2021 Forecast £m | 31.3.2022 Forecast £m | 31.3.2023 Forecast £m |
|----------------------------|---------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| Loans CFR | 271.4 | 335.8 | 423.7 | 504.5 | 575.4 |
| Less: Usable reserves | 71.1 | 73.8 | 70.1 | 66.9 | 64.5 |
| Less: Working Capital | 26.6 | 26.8 | 27.0 | 27.2 | 27.4 |
| Plus: Minimum investments | 10 | 10 | 10 | 10 | 10 |
| Liability Benchmark | 183.7 | 245.2 | 336.6 | 420.4 | 493.5 |

Minimum Revenue Provision Policy

- 1.1 Local Authorities are required to charge to their revenue account each year a Minimum Revenue Provision (MRP) in relation to capital spend that has yet to be financed, i.e. borrowing. The Capital Financing Requirement (CFR) reflects the underlying need to borrow to finance capital expenditure.
- 1.2 The MRP should be prudent and, although it is for each authority to determine the amount, the published guidance by the Government is that “local authorities should align the period over which they charge MRP to one that is commensurate with the period over which their capital expenditure provides benefits”.
- 1.3 The MRP policy is set out below:
 - (1) There is no requirement to charge MRP where the CFR is nil or negative at the end of the preceding financial year.
 - (2) The Housing Revenue Account share of the CFR is not subject to an MRP charge.
 - (3) There is no requirement to make an MRP charge on an asset until the financial year after that asset becomes operational.
 - (4) For capital expenditure expected to be financed by borrowing between 1 April 2020 and 31 March 2025, the MRP will be based on a straight-line basis, using equal annual instalments over the average estimated life of the assets for which borrowing is required. However, no provision will be made in respect of expenditure on specific projects where the Chief Financial Officer determines that receipts will be generated by the project to repay the debt.
 - (5) Investment in commercial property is deemed capital expenditure and will be financed from cash balances and/or external borrowing as appropriate at the time. MRP will be provided for using the useful life determinant with regard to maximum lives permitted in the revised MHCLG MRP guidance of 50 years for freehold land and 40 years for all other assets. MRP will be made on the purchase of these properties in the year following the year of purchase.
 - (6) Investments in Council Wholly Owned Companies, in the form of borrowing or equity, will be assessed on an investment by investment basis. The general assumption is that the loan is deemed to be secured on the assets of the company such that the net value of the assets held by the company will be sufficient to repay any borrowings invested. Advances to the company will be met by loan repayments, treated as a deferred capital receipt, so over time there is no impact on the CPR and, therefore, no MRP needs to be charged. The Council will review the loan and business plan annually and, where there is evidence that suggests the full amount of the loan will not be repaid, it will be necessary to reassess the charge to recover the impaired amounts from revenue. MRP in relation to equity will be provided for over 20 years in line with CIPFA guidance.
 - (7) Exceptionally, where capital expenditure is part of a loan agreement to other than a wholly owned subsidiary, the Council may register a fixed and floating charge over the counterparty assets to secure the Council’s interest in the investment, or alternately an equity share interest in an asset with value.

Approved Investment Counterparties and Limits

| Counterparty | Minimum Short Term Rating | Minimum Long Term Rating | Maximum Duration | Suggested Duration |
|-----------------------------|---------------------------------|--------------------------------|----------------------------|--------------------|
| UK Government | N/A | N/A | Unlimited | N/A |
| UK Clearing Banks | Moody's P-2 Or equivalent | Moody's A3 Or equivalent | 5 years | Provided by Link |
| Other Banks | Moody's P-2 Or equivalent | Moody's A3 Or equivalent | 5 years | Provided by Link |
| UK Building Societies | Moody's P-2 Or equivalent | Moody's A3 Or equivalent | 5 years | Provided by Link |
| Registered Social Landlords | Moody's P-2 Or equivalent | Moody's A3 Or equivalent | 5 years | Provided by Link |
| Local Authorities | N/A | N/A | 5 years | N/A |
| MMF's and USDBF's | AAA | N/A | MMF's: T+0 USDBF's: T+3 | Liquidity Funds |

Approved Investment Counterparties: Detailed List

The full listing of approved counterparties is shown below, showing the category under which the counterparty has been approved, the appropriate deposit limit and current duration limits. These counterparties have also been shown under Specified and Non-Specified Investments (in line with MHCLG Guidance).

| Name | Council's Current Deposit Period | Category | Limit (£) |
|--|---|------------------|-----------|
| Specified Investments: | | | |
| All UK Local Authorities | N/A | Local Authority | 10m |
| All UK Police Authorities | N/A | Police Authority | 10m |
| All UK Fire Authorities | N/A | Fire Authority | 10m |
| Debt Management Account Deposit Facility | N/A | DMADF | Unlimited |
| Barclays Bank Plc | Using Link Asset Services Credit Criteria | UK Bank | 10m |
| HSBC Bank Plc | Using Link Asset Services Credit Criteria | UK Bank | 10m |
| Lloyds Bank Plc | Using Link Asset Services Credit Criteria | UK Bank | 10m |
| Santander UK Plc | Using Link Asset Services Credit Criteria | UK Bank | 10m |
| Other UK Retail & Clearing Banks | Using Link Asset Services Credit Criteria | UK Banks | 10m |
| Subsidiaries of UK Banks (provided the subsidiaries are UK- incorporated deposit takers under the Financial Services and Markets Act 2000 and provided loans are for a maximum period of three months) | Using Link Asset Services Credit Criteria | UK Banks | 3m |

| | | | |
|-----------------------------|---|--------------------------------|----|
| Places for People Homes Ltd | Using Link Asset Services Credit Criteria | Registered Housing Association | 5m |
| Close Brothers Ltd | Using Link Asset Services Credit Criteria | UK Retail Bank | 5m |

| Name | Council's Current Deposit Period | Category | Limit (£) |
|---|----------------------------------|----------------------|----------------|
| Ultra-Short Dated Bond Funds: Aberdeen Standard Life Other providers where approved by Head of Finance | Liquid Rolling Balance | Financial Instrument | 10m (per fund) |

| Name | Council's Current Deposit Period | Category | Limit (£) |
|---|----------------------------------|----------------------|----------------|
| Money Market Funds: HSBC GLF MMF Aberdeen Standard Life Deutsche GLS Barclays Call Account Other MMF's where approved by Head of Finance | Liquid Rolling Balance | Financial Instrument | 10m (per fund) |

| Name | Council's Current Deposit Period | Society Asset Value (£'m) As at December 18 | Limit (£) |
|---|---|---|---|
| Other Specified Investments - UK Building Societies: - | | | |
| Nationwide Building Society | Using Link Asset Services Credit Criteria | 236,035 (Apr 19) | Assets greater than £10,000m Limit - £10m |
| Yorkshire Building Society | | 50,417 | |
| Coventry Building Society | | 45,446 | |
| Skipton Building Society | | 21,638 | Assets between £10,000m and £5,000m Limit - £5m |
| Leeds Building Society | | 19,643 | |
| Principality Building Society | | 9,502 | Assets between £5,000m and £1,500m Limit - £3m |
| West Bromwich Building Society | | 5,552 (Mar 2019) | |

| Name | Council's Current Deposit Period | Category | Limit (£) |
|--|----------------------------------|-------------------------|-----------------------------|
| Non-Specified Investments: - | | | |
| All UK Local Authorities – longer term limit | Over 1 year and up to 5 years | Local Authority | 10m per single counterparty |
| CCLA Local Authorities' Property Fund | Minimum of 5 years | Pooled UK Property Fund | Up to 10m |
| South Cambs Ltd - Housing Co. | Up to 5 years | Loan | 107m |
| UK Municipal Bonds Agency | N/A | Share Capital | 0.050m |
| Cambridge Leisure and Ice Centre | 25 Years | Loan | 2.4m |

Limits on Investment Per Sector

| | Cash limit |
|---|-----------------------|
| Any single organisation, except the UK Central Government | £10million each |
| UK Central Government | Unlimited |
| Any group of organisations under the same ownership | £10million per group |
| Foreign countries | £5million per country |
| Registered providers and registered social landlords | £5million each |
| Unsecured investments with building societies | £10million each |
| Loans to unrated corporates | £5million in total |
| Money market funds | £30million in total |
| Real estate investment trusts | £5million in total |

Treasury Management: Glossary of Terms and Abbreviations

| Term | Definition |
|---|--|
| Authorised Limit for External Borrowing | Represents a control on the maximum level of borrowing |
| Capital Expenditure | Expenditure capitalised in accordance with regulations i.e. material expenditure either by Government Directive or on capital assets, such as land and buildings, owned by the Council (as opposed to revenue expenditure which is on day to day items including employees' pay, premises costs and supplies and services) |
| Capital Financing Requirement | A measure of the Council's underlying borrowing need i.e. it represents the total historical outstanding capital expenditure which has not been paid for from either revenue or capital resources |
| Certificates of Deposit (CDs) | Low risk certificates issued by banks which offer a higher rate of return |
| CIPFA | Chartered Institute of Public Finance and Accountancy |
| Corporate Bonds | Financial instruments issued by corporations |
| Counterparties | Financial Institutions with which funds may be placed |
| Credit Risk | Risk of borrower defaulting on any type of debt by failing to make payments which it is obligated to do |
| MHCLG | Ministry for Housing, Communities & Local Government (formerly the Department for Communities & Local Government, DCLG) |
| Enhanced Cash Funds | Higher yielding funds typically for investments exceeding 3 months |
| Eurocurrency | Currency deposited by national governments or corporations in banks outside of their home market |
| External Gross Debt | Long-term liabilities including Private Finance Initiatives and Finance Leases |
| Government CNAV | Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV) |
| HRA | Housing Revenue Account - a 'ring-fenced' account for local authority housing account where a council acts as landlord |
| HRA Self-Financing | A new funding regime for the HRA introduced in place of the previous annual subsidy system |
| London Interbank Offered Rate (LIBOR) | A benchmark rate that some of the leading banks charge each other for short-term loans |

| Term | Definition |
|--|--|
| London Interbank Bid Rate (LIBID) | The average interest rate which major London banks borrow Eurocurrency deposits from other banks |
| Liquidity | A measure of how readily available a deposit is |
| MPC | Monetary Policy Committee - The Bank of England Committee responsible for setting the UK's bank base rate |
| Low Volatility Net Asset Value (LVNAV) | Highly liquid sovereign stock based on a Constant Net Asset Value (CNAV) |
| Non-Ring-Fenced Bank (NRFB) | Government & Bank of England rules will apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non-Ring Fenced Banks for the 1 st January 2019 deadline |
| Non-Specified Investments | These are investments that do not meet the conditions laid down for Specified Investments and potentially carry additional risk, e.g. lending for periods beyond 1 year |
| Operational Boundary | Limit which external borrowing is not normally expected to exceed |
| PWLB | Public Works Loans Board - an Executive Government Agency of HM Treasury from which local authorities & other prescribed bodies may borrow at favourable interest rates |
| Ring Fenced Bank (RFB) | Government & Bank of England rules will apply to all UK Banks which have to split their business into 'core' retail and investment units known as Ring and Non-Ring Fenced Banks for the 1 st January 2019 deadline |
| Security | A measure of the creditworthiness of a counter-party |
| Specified Investments | Those investments identified as offering high security and liquidity. They are also sterling denominated, with maturities up to a maximum of 1 year, meeting the minimum 'high' credit rating criteria where applicable |
| Supranational Bonds | Multi-lateral Development Bank Bond |
| UK Government Gilts | Longer-term Government securities with maturities over 6 months and up to 30 years |
| Variable Net Asset Value (VNAV) | MMFs values based on daily market fluctuations to 2 decimal places known as mark-to-market prices |
| UK Government Treasury Bills | Short-term securities with a maximum maturity of 6 months issued by HM Treasury |
| Weighted Average Life (WAL) | Weighted average length of time of unpaid principal |
| Weighted Average Maturity (WAM) | Weighted average amount of time to maturity |
| Yield | Interest, or rate of return, on an investment |