



Leicester  
City Council

**WARDS AFFECTED: ALL WARDS (CORPORATE ISSUE)**

**PERFORMANCE AND VALUE FOR MONEY  
SELECT COMMITTEE  
CABINET  
COUNCIL**

**2 MARCH 2011  
7 MARCH 2011  
24 MARCH 2011**

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## **FRAMEWORK FOR TREASURY DECISIONS**

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### **Report of the Chief Financial Officer**

#### **1. Purpose of Report**

- 1.1 This report proposes minor changes to the decision making framework for the Council's treasury management activities. This follows a scheduled annual review of these arrangements.

#### **2. Summary**

- 2.1 Treasury Management is the process by which the Council's borrowing and investments are managed. This is a vital activity because of the sums involved. Our indebtedness should be seen in the light of the value of the Council's assets which were recorded at the end of 2009/2010 at a value of £2,266 million. As at 14 January 2011, the Council's debt was £260 million, which has been raised to pay for capital projects over many years.
- 2.2 The Council also holds a lot of externally invested cash which stood at £78 million as at 14 January 2011.
- 2.3 The Council's borrowing and investment decisions are currently governed by its Treasury Policy Document which was adopted in 2008. We reviewed the policy during 2009/10 and made changes to reporting arrangements, although we did not reissue this policy at that stage. This revised document now reflects these changes plus other minor changes.
- 2.4 This document lays down the arrangements for the management of borrowing and investment. This provides for a lot of delegation to the Chief Finance Officer (CFO), including making borrowing and investment decisions. There are three main mechanisms by which democratic control is maintained over delegated decisions. No changes are proposed to these.

- i. the setting of a Treasury Strategy for each financial year by the Cabinet which specifies the overall objectives for borrowing and investment.
- ii. The consideration by Performance and Value for Money Select Committee (PVMSC) of six monthly reports reviewing treasury management activities and performance.
- iii. The receipt by members of PVMSC and the Cabinet Finance Lead of monthly reports reviewing the credit worthiness of investments, plus any other significant treasury decisions or developments.

2.6 The treasury policy comprises a Treasury Management Policy Statement (TMPS) and 12 “treasury management practices” (“TMPs”) (with supporting schedules).

2.7 The TMPS defines the overall objectives of the treasury management function, and emphasises the pursuit of optimum performance and the effective control of risk. The 12 TMPs expand upon this and, together with supporting schedules, establish a comprehensive framework for the management and control of borrowing, investment and other treasury functions.

2.8 This report deals with the overall arrangements for the control of the Council’s borrowing and investments. As part of the budget setting process the Cabinet has received a report outlining the strategy for the 2011/2012 financial year. Members may wish to note that this report specifies that we will only invest money with banks with a very high credit rating.

### 3. **Recommendations**

3.1 PVFM Select Committee is recommended:-

- To note the proposed Treasury Policy Statement and Treasury Management Practices and to make any comments or recommendations to the Cabinet.

3.2 The Cabinet is recommended: -

- To recommend the Council to approve the revised Treasury Policy Statement and Treasury Management Practices included in this report.

3.3 The Council is recommended :-

- To adopt the Code of Practice on Treasury Management and to agree the revised Treasury Policy Statement and Practices included in this report, and
- To delegate the approval of the treasury strategy and annual investment strategy for 2011/12 to the cabinet.

## **Details of Proposals**

### **4. Financial and Legal Implications**

- 4.1 This report is solely concerned with Financial Issues.
- 4.2 The Council is required as a matter of law to pay due regard to Code of Practice on Treasury issued by CIPFA. Other than this, no specific legal issues are raised by this report.

### **5. The Proposed Treasury Policy**

- 5.1 The Council's Treasury Policy comprises a Treasury Management Policy Statement ("TMPS") and "treasury management practices" ("TMPs"), the latter being supported by detailed schedules. The policy requires the production each year of a "treasury management strategy" for that year. It specifies the framework within which treasury decisions are made and monitored.
- 5.2 The Council's Treasury Strategy is determined by the Executive Function. The implementation of most aspects of Treasury Strategy is delegated to the Chief Finance Officer and executive power on matters not delegated lies currently with the Cabinet although this may change with the election of a mayor. In practice the delegation to the Chief Finance Officer is fairly comprehensive and the involvement of the Cabinet is likely to be confined to unusually significant, or sensitive, decisions. No changes to this delegation are proposed.

## **Treasury Policy Statement**

- 6.1 The Council is recommended to adopt the following policy statement:

Leicester City Council defines the policies and objectives of its treasury management activities as follows: -

"The management of the authority's 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".

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

This Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives and its 25 year vision. 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 will create and maintain, as the cornerstones for effective treasury management suitable treasury management practices (TMPs), setting out the manner in which we will seek to achieve these policies and objectives, and prescribing how we will manage and control those activities.

The Executive Function will receive reports on an annual strategy and plan in advance of the year, and the PVMSC will receive twice yearly reports on performance as well as monthly briefing notes.

The Council delegates responsibility for the implementation and monitoring of its treasury management policies and practices to the Executive Function, and for the execution and administration of treasury management decisions to the Chief Finance Officer who will act in accordance with this policy statement and TMPs and CIPFA's Standard of Professional Practice on Treasury Management." Monitoring of the function will be undertaken by the PVMSC.

In practice the following matters are delegated to the CFO:

- \* decisions on borrowing, investments, leasing and other forms of finance
- \* entering into associated contracts
- \* selection of the money market brokers used
- \* selection of leasing brokers used
- \* the allocation of responsibilities and other staffing matters in respect of the treasury function
- \* determining the procedures to be followed by staff involved in treasury management, including internal controls and safeguards
- \* determining a list of institutions from whom the Council may borrow money
- \* the preparation of schedules to TMPs to serve as working documents prepared for the day-to-day use of officers
- \* determining the list of institutions (the "lending list") to whom the Council will lend and for what periods applying the criteria established by the Council's treasury management strategy.

## **7. Treasury Management Practices**

- 7.1 As part of the Treasury Policy, the Council is asked to approve 12 treasury management practices.

TMP1 - Risk Management  
TMP2 - Best Value and performance measurement  
TMP3 - Decision making and analysis  
TMP4 - Approved instruments, methods and techniques  
TMP5 - Organisation, clarity and segregation of responsibilities and reporting arrangements  
TMP6 - Reporting arrangements and management information arrangements  
TMP7 - Budgeting accounting and audit arrangements  
TMP8 - Cashflow and cashflow management  
TMP9 - Money laundering  
TMP10 - Staff training and qualifications  
TMP11 - Use of external service providers  
TMP12 - Corporate Governance

7.2 The text of each is shown below in italics with supporting commentary as necessary.

## 8. **TMP1 – Risk Management**

8.1 The CFO will have paramount regard to the risk associated with treasury management decisions: *The CFO will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the organisation's objectives in this respect, all in accordance with the procedures set out in TMP6 "Reporting requirements and management information arrangements"*.

8.2 We will make sure we have enough money: *The CFO will ensure that the Council has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its service objectives.*

8.3 Borrowing and investment strategy should be undertaken with a careful eye on the budgetary implications for the Council, whilst not missing opportunities to save money through good borrowing and investment decisions: *The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements. The effects of varying levels of inflation, insofar as they can be identified as impacting directly on its treasury management activities, will be controlled by the organisation as an integral part of its strategy for managing its overall exposure to inflation. It will achieve these objectives by the prudent use of approved financing and investment instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates or inflation. The above*

*are subject at all times to the consideration and, if required, approval of any policy or budgetary implications.*

- 8.4 We will keep a list of the people we will lend money to:** *The Council regards a prime objective of its treasury management activities to be the security of the principal sums it invests. Accordingly, the CFO will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited. The CFO will ensure that these lists and limits conform to the Council's Treasury Management Strategy. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing arrangements as a schedule to this TMP.*
- 8.5 We will make sure we don't have to borrow too much all at once:** *The Council will ensure that its borrowing and other capital financing arrangements are properly negotiated and structured and the maturity profile of the monies so raised are managed, with a view to obtaining terms for renewal or refinancing, if required, which are competitive and as favourable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time. The Council will actively manage its relationship with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.*
- 8.6 We will make sure we obey the law:** *The CFO on behalf of the Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the organisation. The CFO recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on the Council.*
- 8.7 We will use systems to prevent the risk of fraud or loss:** *The CFO will ensure that circumstances are identified which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.*
- 8.8 We will ensure the Council is not exposed to big losses if interest rates move the wrong way:** *The CFO will seek to ensure that its treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect the Council from the effects of such fluctuations.*

8.9 Members are asked to note that the avoidance of all risk is neither appropriate nor possible and a prudent balance will need to be struck between avoiding risk and maximising returns.

9. **TMP2 – Best Value and Performance Measurement**

9.1 We will continually monitor treasury management performance: *The Council is committed to the pursuit of best value in its treasury management activities, and to the use of performance monitoring and review in support of that aim, within the framework set out in its treasury management policy statement.*

9.2 Members are asked to note that the following measures are currently (and will continue to be) reported to PVMSC in the six monthly reviews of treasury management activities.

- i. Comparison of average interest rate on outstanding loans with the average of other UK councils
- ii. Whether borrowing was undertaken when interest rates were at their lowest
- iii. Whether the premature repayment of debt was undertaken when interest rates were highest (this enables repayment on the most favourable terms)
- iv. Whether investments have achieved target interest rates.

9.3 PVMSC and the Cabinet Lead for Finance will receive monthly briefing notes which will outline the Council's credit exposure on its investments. It will also outline any significant treasury decisions or issues.

10. **TMP3 – Decision-making and analysis**

10.1 We will keep proper records: *The CFO on behalf of the Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued are to be detailed in the schedule, or schedules to this document.*

11. **TMP4 Approved instruments, methods and techniques**

11.1 We will only use approved borrowing and investment instruments. *The CFO will undertake treasury management activities by using only those instruments specified below for borrowing*

***Loans***

1. *Public Works Loans Board*

2. *European Investment Bank*
3. *Stock Issues*
4. *Market Long-Term Loans*
5. *Market Temporary Loans (up to 364 days)*
6. *Local Temporary Loans*
7. *Local Bonds*
8. *Negotiable Bonds*
9. *Commercial Paper*
10. *Medium Term Notes*
11. *Bank Overdraft*

***Other Capital Finance***

1. *Operational Leases*
2. *Finance Leases*

- 11.2 The CFO will undertake investment activities by using only instruments approved by the within the Annual Investment strategy (which forms part of the Annual Treasury Strategy).

**12. TMP5 – Organisation, clarity and segregation of responsibilities, and dealing arrangements**

- 12.1 We will make sure the duties of staff are properly organized and written down: *The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, and for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that as many activities as possible are structured and managed in a fully integrated manner, and that there is, where possible, a clarity of treasury management responsibilities.*

*The principle on which this will be based is a clear distinction between those charged with setting treasury and management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function*

*The CFO will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangements for absence cover.*

*The CFO will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds.*

**13. TMP6 – Reporting requirements and management information arrangements**

- 13.1 Regular reports will be taken to members: *The CFO will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and the transactions executed in pursuit of*



*those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.*

*As a minimum, the following reports will be prepared:*

- i. an annual report to the Executive Function on the strategy and plan to be pursued in the coming year, including the Annual Investment Strategy*
- ii. a twice annual report to Performance and Value for Money Select Committee and Council on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the organisation's Treasury Management Policy Statement and TMPs.*
- iii. A monthly briefing note to members of Performance and Value for Money Select Committee summarising the credit exposure of the Council arising from its investments, and describing any significant treasury decisions that have been made.*

#### **14. TMP7 –Budgeting, accounting and audit arrangements**

- 14.1 The costs of treasury management will be reflected in the Council's normal budgeting and accounting arrangements: *The CFO will prepare, and the Council will approve and, if necessary, from time to time amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function together with associated income.*

#### **15. TMP8 – Cash and cashflow management**

- 15.1 The CFO will manage the Council's cash holdings in their entirety: *Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the CFO, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the CFO will ensure that these are adequate.*
- 15.2 The current arrangements meet these objectives. It does not make sense to earmark monies for treasury management purposes, as this would lose money.

#### **16. TMP9 – Money Laundering**

- 16.1 To avoid money laundering, we will make sure we know who we are dealing with: *The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this are properly trained.*
- 16.2 A policy to prevent the Council's unwitting involvement in money laundering has been established.

**17. TMP10 – Staff training and qualifications**

17.1 We will use properly trained staff: *The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and qualified and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The CFO will recommend and implement the necessary arrangements. We will also provide training to members who make decisions concerning the treasury function or who scrutinise it.*

**18. TMP11 – Use of external service providers**

18.1 We will use external experts, where this is sensible: *The Council recognises the potential value of employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, the CFO will ensure it does so for reasons that have been submitted to full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review, and where feasible and necessary, that a spread of service providers is used, to avoid over-reliance on one or a small number of companies. When external experts are used the Council remains responsible for the Treasury Management function.*

**19. TMP12 – Corporate Governance**

19.1 *Treasury management will comply with our usual corporate governance principles. The Council is committed to the pursuit of proper corporate governance throughout its business and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.*

**20. Climate Change Implications**

20.1 This report does not contain any significant climate change implications and therefore should not have a detrimental effect on the Council's climate change targets - Helen Lansdown, Senior Environmental Consultant.

**21. Other Issues**

OTHER IMPLICATIONS	YES/NO	Paragraph Within Supporting information	References
Equal Opportunities	No		

Policy	No	
Sustainable and Environmental	No	
Crime and Disorder	No	
Human Rights Act	No	
Elderly/People on Low Income	No	
Corporate Parenting	No	
Health Inequalities Impact	No	

22. **Background Papers**

22.1 Background information is available on the files of the Chief Financial Officer.

23. **Consultations**

23.1 None.

24. **Background Papers – Local Government Act 1972**

24.1 None.

25. **Author**

25.1 The author of this report is David Janes of the Town Clerk's & Corporate Resources Department on extension 7490

M Noble  
Chief Financial Officer.

<b>Key Decision</b>	Yes
<b>Reason</b>	Is significant in terms of its effect on communities living or working in an area comprising more than one ward
<b>Appeared in Forward Plan</b>	Yes
<b>Executive or Council Decision</b>	Executive (Cabinet)