

RIBBLE VALLEY BOROUGH COUNCIL REPORT TO POLICY & FINANCE COMMITTEE

meeting date: 28 MARCH 2023
title: CAPITAL AND TREASURY MANAGEMENT STRATEGY
submitted by: DIRECTOR OF RESOURCES
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1 PURPOSE

- 1.1 To seek member approval for the Council's Capital and Treasury Management Strategy for the 2023/24 financial year.

2 BACKGROUND

- 2.1 Local authorities in England and Wales are required by the Local Government Act 2003 to have regard to both CIPFA's Code of Practice on Treasury Management in the public services and to CIPFA's Prudential Code for Capital Finance in Local Authorities.
- 2.2 It is a key principle of the Code of Practice on Treasury Management that public service organisations should put in place comprehensive objectives, policies and practices, strategies and reporting arrangements for the effective management and control of their treasury management activities.
- 2.3 The Prudential Code imposes on local authorities clear governance procedures for the setting and revising of a range of prudential indicators that are designed to deliver accountability in taking capital financing, borrowing and treasury management decisions.
- 2.4 There is a requirement for the council to have in place an approved Capital Strategy, which due to the very close links to Treasury Management we hold as the Capital and Treasury Management Strategy.

3 STRATEGY REVIEW

- 3.1 A full review of the strategy has been undertaken and is presented at Annex 1 with tracked changes.
- 3.2 The Strategy reflects the linkage between asset management, the capital programme and our treasury management activities and is intended to set the framework for all aspects of the Council's capital expenditure including planning, management, prioritisation, funding, monitoring and outcomes.
- 3.4 It also provides the policy framework for the engagement of the council with financial markets in order to fund its capital programme, maintain the security of its cash balances and protect them from credit, liquidity and interest rate risk.

4 CONCLUSION

- 4.1 The Capital and Treasury Management Strategy has been reviewed and updated and is attached for approval.
- 4.2 Elements of the document have previously been approved as part of the budget setting process, but here they are brought together under a single strategy.
- 4.3 The strategy requires approval of Full Council.

5 RISK ASSESSMENT

5.1 The approval of this report may have the following implications:

- Resources – the strategies aim to safeguard the interests of the council and aim to help demonstrate how the council will operate in dealing with capital and treasury management activities.
- Technical, Environmental and Legal – it is a requirement for the council to follow the stipulations of the CIPFA Prudential and Treasury Management Codes.
- Political - none
- Reputation – the production of this strategy provides transparency to the council’s decision making process and management of the activities involved in capital and treasury management.
- Equality and Diversity - none

6 RECOMMENDED THAT COMMITTEE

6.1 Recommend to Council the Capital and Treasury Management Strategy as set out in Annex 1.

SENIOR ACCOUNTANT

DIRECTOR OF RESOURCES

PF28-23/VT/AC
MARCH 2023



Ribble Valley
Borough Council

www.ribblevalley.gov.uk

Capital and Treasury Management Strategy 2023/24

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Introduction and Background

The Prudential Code requires authorities to self-regulate the affordability, prudence and sustainability of their capital expenditure and borrowing plans, by setting estimates and limits, and by publishing actuals, for a range of prudential indicators.

The Prudential Code has been developed alongside the Treasury Management Code and there is a great deal of interaction between the two codes. Compliance with both codes is a statutory requirement for local authorities in the UK.

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

In December 2017 CIPFA issued an update to the Prudential Code requiring that authorities should have a Capital Strategy either as a standalone document or integrated within existing strategy documents, with the purpose of establishing a long-term direction for the management and use of capital resources.

In order to allow us to produce a meaningful capital programme that meets the priorities identified in our Corporate Strategy, we must ensure that we have robust processes in place for potential projects to be proposed, evaluated and prioritised, and for approving the programme and the resources to fund it.

A clear process has been produced to demonstrate the information required from Heads of Service when proposing projects and how such proposals are then taken forward and prioritised against each other, and against the resources available to the council to take such projects forward.

As well as considering the projects that the council wish to see taken forward, the manner in which these projects are financed must also be carefully considered, particularly the long-term implications around borrowing, internally or externally, on the revenue budget.

This Strategy is intended to set the framework for all aspects of the Council's capital expenditure including planning, management, prioritisation, funding, monitoring and outcomes.

It also provides the policy framework for the engagement of the council with financial markets in order to fund its capital programme, maintain the security of its cash balances and protect them from credit, liquidity and interest rate risk.

Under the Prudential Code and Treasury Management Code, the council is required to produce a strategy on proposed treasury management activities. This requirement forms part of this strategy document.

Introduction and Background

The overall strategy maintains a strong and current link to the Council's priorities and to its key strategy documents notably the Corporate Strategy and Medium Term Financial Strategy.

Objectives and Strategic Approach

The council's Corporate Strategy provides the overall direction for the Strategy.

The Corporate Strategy sets out the strategic direction of the council, providing a focus to ensure that the services the council delivers meet the needs of its communities. It is one of the council's most important documents setting out those areas identified for focused improvement over future years.

The council's Vision continues to be that we aim to ensure that the Ribble Valley is:

OUR VISION

An area with an exceptional environment and quality of life for all; sustained by vital and vibrant market towns and villages acting as thriving service centres meeting the needs of residents, businesses and visitors.

We believe that this Vision reflects our shared aim for the Borough, which has the highest quality of environment for those who live in and visit the area. It recognises that people must have a high quality of life; that suitable homes are available to meet their diverse needs and that they should be safe and feel safe. People should also be able to access the best services without having to travel long distances to receive them.

The role of the council's financial planning process, including this Capital and Treasury Management Strategy, is to support the achievement of the council's Corporate Strategy.

In order to deliver its Vision and provide a focus for how it delivers services, the council has agreed a set of five corporate ambitions. The council's ambitions are deliberately limited to focus attention over the life of the Corporate Strategy. Each ambition has a number of objectives, underlying actions, and key measures of success, which should allow progress towards the achievement of the ambition to be monitored.

Above all, the ambition **'We aim to be a well-managed council providing efficient services based on identified customer needs'** overarches all of our ambitions, whilst recognising the importance of securing a diverse, sustainable economic base for the Borough. The 5 ambitions are driven by local needs with consideration to national priorities, and are listed below.

- To ensure a well-managed council providing efficient services based on identified customer needs.
- To sustain a strong and prosperous Ribble Valley.
- To help make people's lives safer and healthier.
- To protect and enhance the existing environmental quality of our area.
- To match the supply of homes in our area with the identified housing needs.

Objectives and Strategic Approach

Our work under Treasury Management, whilst touching on the achievement of all ambitions, is best demonstrated as helping us to meet the ambition of ensuring that we are a well-managed council providing efficient services based on identified customer needs.

Asset Management Planning

Planning Process

This council own a number of properties, with ownership arrangements varying from being an owner occupier to acting as landlord with a licensed occupier. As a result, asset management obligations for each facility vary widely.

Properties are regularly checked and inspected, helping to ensure adequate maintenance, but also helping to extend the asset lives.

While the survey phase is an objective assessment of the conditions of the assets, the prioritisation, planning and allocation of items will vary according to a range of factors.

By undertaking repairs before components go wrong, planned preventative maintenance can have a positive impact on business continuity by reducing down time and keeping facilities operational.

Major items of work that fall within the capital expenditure classification are planned in advance and resources bid for as part of the capital programme scheme bidding process referred to in the next section of this strategy document.

The council utilise the Technology Forge system for recording asset management planning activity.

Vehicles and Plant

In a similar manner to the planning process covered for the council's property portfolio, a long term plan is developed and reviewed annually of the condition and planned replacement years for the council's vehicle fleet and other items of plant.

Vehicle and plant replacement is planned so that assets are replaced on a rolling basis to help ensure no 'peak years' arise which could put undue pressure on the financing of the capital programme. This is especially pertinent in the review of the replacement programme for the council's refuse collection vehicle fleet, with current plans showing the replacement of one vehicle per annum.

The review of these assets is driven by the relevant Heads of Service together with staff responsible for fleet maintenance.

Capital Expenditure

Definition

Expenditure is only capitalised where it is on an asset that will provide the council with control of the resulting economic benefit or service potential and has a measurable cost, or where it is revenue expenditure allowed to be funded by capital under statute (REFCUS) or under a capitalisation direction in accordance with the Local Government Act 2003. Expenditure under the latter categories would not normally result in recognition on the council's balance sheet or asset register.

For this council, the main example of revenue expenditure allowed to be funded by capital under statute (REFCUS) would be Disabled Facility Grants.

In order to count as capital expenditure, new assets or additions to assets must have a life of more than one year.

The council has a policy of not treating anything with an initial value below £10,000 as capital expenditure.

The Capital Programme

The future capital programme is reviewed and updated each year. In recent years, the Council has been setting a proposed and fully funded five-year capital programme each year. The process of updating the programme has involved reviewing and updating the schemes that were approved in the previous year's programme for what will become the first four years of the new five-year programme and submitting new bids for year five of the new five-year programme.

Such bids are examined against the council's priorities and for affordability.

As part of this bidding process, occasionally some schemes may be seen as a priority and are brought forward to an earlier financial year.

Should a capital scheme opportunity be identified outside this normal bidding process, such a scheme would first be considered by the Corporate Management Team, then the relevant service committee and finally the Policy and Finance Committee.

The Capital Scheme Bidding Process

Each year around August, all Heads of Service are asked to consider their service area and identify any potential capital schemes. This is principally with a view to it being included in the fifth year of the future capital programme, but occasionally scheme bids are highlighted as a more pressing need, with a request that earlier programming be considered.

In the latest bidding rounds, all committees were asked to put forward proposals for any new capital schemes for inclusion in a five-year capital programme for [2022/23 to 2026/27](#) [2023/24 to 2027/28](#).

~~In light of the uncertainty regarding local government funding beyond 2022/23 and the impending fair funding review, all new bids, across all committees were set aside until later in the 2022/23 financial year for consideration once there is more certainty around local government funding. As a result, a three-year capital programme for 2022/23 to 2024/25 is now in place.~~

The proposals that are put forward by Heads of Service in their bids are based on a variety of sources such as:

- Past discussions that have taken place at service committees
- Known current service pressures
- Anticipated future service pressures
- Central Government expectation
- Specific funding received from Central Government
- Legislative requirements

As part of the bidding process, a standard pro-forma is completed which allows for the provision of information in a standard format and ensures that all relevant information can be considered and compared. The details requested cover:

- Scheme Name
- Head of Service
- Service Area
- Brief Description of the Scheme
- Environmental Considerations
- Revenue Implications
- Alternatives that have been Considered
- Timescales for Completion
- Any Risks to Completion
- Capital Costs
- Any External Funding available

The Approved ~~Three~~Five Year Capital Programme

As previously mentioned the overall capital programme ~~is for a five~~has moved to a ~~three~~ year period, ~~pending the outcome of the fair funding review~~, and whilst the coming financial year is fixed, the remaining ~~two~~four years of the capital programme remain in a relatively fluid state and are open to review on an annual basis.

Capital Financing

The table below provides a summary by committee of the future ~~three~~five-year capital programme from ~~2022/23 to 2024/25~~2023/24 to 2027/28.

Approved Capital Programme for ~~2022/23 to 2024/25~~2023/24 to 2027/28

Committee	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Community Services Committee	1,095,750	546,680	793,340	891,680	1,023,140	4,350,590
Economic Development Committee	54,750	0	0	0	0	54,750
Health and Housing Committee	2,933,040	513,500	443,000	443,000	443,000	4,775,540
Planning and Development Committee	26,420	0	0	0	0	26,420
Policy and Finance Committee	522,550	94,300	188,900	43,600	69,760	919,110
TOTAL	4,632,510	1,154,480	1,425,240	1,378,280	1,535,900	10,126,410

Current and Longer-Term Priority Areas

Whilst not currently within the approved ~~three~~five-year capital programme, there are a number of priority areas where there is potential that the council may incur future capital expenditure.

For ongoing commitments, the capital programme currently largely consists of replacement vehicles and plant and it is anticipated that this is likely to continue in the longer term.

The council will continue to review service provision and the adequacy of its assets in meeting the service demands of the borough's residents. In the long term any forecast changes to the level of, or manner in which services are provided will be considered proactively by service committees, together with any potential consequential capital investment that may be needed.

Affordability, including from the perspective of revenue impacts, plays a key part in the development of the capital programme and would continue to be a paramount consideration.

Capital Financing

Funding

The council has always sought to maximise funding for capital, including any from revenue sources.

The council's funding policy has been to set programmes which address its short-term and medium-term priority actions and to fund these by utilising prudential borrowing, capital receipts (both in hand and anticipated in year) and earmarked reserves such as the Business Rates Growth Reserve, VAT Shelter Reserve and New Homes Bonus Reserve, in a corporate approach, thus providing the maximum investment position.

Earmarked reserves, Central Government Disabled Facility Grant funding and borrowing are the main sources of financing for the current capital programme.

With the continued uncertainty around local government funding it is difficult to forecast which specific resources will be used to finance capital in the longer-term, other than for there to be an even greater reliance on our earmarked reserves.

External Grant Funding

The use of external grant to fund schemes has become increasingly scarce over recent years. The only currently secured source of external funding is in relation to the council's statutory obligations under Disabled Facility Grants [and the use of S106 monies](#).

~~The refurbishment of Mardale Playing Field Changing Rooms is a scheme in the capital programme which will rely on the ability to source external funding. Whilst this scheme is not planned to take place until 2024/25, the availability of external funding seen to date in respect of other schemes is a cause for concern.~~

No change in the availability of external grant funding towards capital schemes is identified at this time, which in turn places added pressure on the council's earmarked reserves, which increasingly offer the only viable means of funding for most schemes in the capital programme – in the medium term and longer term.

However, wherever possible the council will always strive to identify external funding as the first option of funding schemes within the capital programme.

Capital Financing

Capital Receipts

With a low base of assets and no longer-term surplus assets identified, the scope for income from capital receipts is minimal. This is reflected in the relatively low level of capital receipts currently being accumulated, with the majority of receipts relating to the sale of larger vehicles such as refuse collection vehicles.

The council operate a policy of only treating asset sales with a value of £10,000 or greater as capital receipts. Any sales achieving a sale value of lower than this would be credited to the service and then transferred to the Capital Earmarked Reserve to help fund future capital expenditure.

The council always looks to maximise the income it receives from the sale of surplus assets and in the case of usable capital receipts, this must be further invested in future capital schemes.

Earmarked Reserves

There are a wide range of earmarked reserves operated by the council, and depending on the capital scheme needing to be funded, most have the potential to be used in some way to help finance the capital programme.

The council is conscious of the fine balance between the role of earmarked reserves in supporting both revenue and capital. With alternative sources of financing the capital programme reducing (notably external grants), our earmarked reserves generally offer the most viable method of financing.

The current ~~three~~five-year capital programme utilises the following earmarked reserves, ~~a number of which will be fully depleted by the end of the plan:~~

- VAT Shelter Earmarked Reserve
- Capital Earmarked Reserve
- New Homes Bonus Earmarked Reserve
- ICT Renewals Earmarked Reserve
- Vehicle and Plant Renewal Earmarked Reserve
- Fleming VAT Earmarked Reserve
- ~~Wheeled Bins Earmarked Reserve~~
- Business Rates Growth Earmarked Reserve
- ~~Transparency Grant (Equipment Earmarked Reserve)~~

New Homes Bonus Earmarked Reserve and Business Rates Growth Earmarked Reserve are currently two of the most relied on earmarked reserves, but with continued uncertainty around the future of local government finance, at this time we are unable to place any reliance on these funding streams for financing the capital programme in the longer term.

Internal Borrowing

The use of internal borrowing to support the capital programme is currently kept to those schemes in respect of land and property. This is due to the long asset lives and therefore the year-to-year impact on revenue is minimised. This is as a direct consequence of accounting for the Minimum Revenue Provision (MRP) in line with the council's policy.

There is currently no anticipated change in the longer-term to the council's viewpoint on borrowing only for land and property assets.

Approved Financing of the Capital Programme for ~~2022/23 – 2024/25~~2023/24 – 2027/28

The availability of resources to fund the capital programme has been a key concern, particularly with the heavy reliance that is placed on the use of earmarked reserves to fund the capital programme.

There are continued high levels of uncertainty around funding streams such as New Homes Bonus and Business Rates Growth that are set aside funds in these earmarked reserves, and also opposing pressure on these resources for supporting the revenue budget. The VAT Shelter arrangement will also end in 2022/23.

~~A number of the Earmarked Reserves that we have previously used are now coming to the point of being exhausted based on future commitments for the existing capital programme. As a result, the residual values of these Earmarked Reserves form part of the financing.~~

External funding is extensively in respect of Disabled Facility Grants ~~and an element of as yet unconfirmed external funding factored into the capital programme for the Mardale Playing Field Changing Rooms scheme in 2024/25.~~

Over the life of the current ~~three~~five-year capital programme there is borrowing in respect of ~~two schemes, being~~ residual works on Clitheroe Market Improvements (~~£78,600~~£72,600), ~~and the Clitheroe Town Centre Car Parking Scheme (£1,215,000).~~

Capital Financing

Approved Financing of the Capital Programme for ~~2022/23 – 2024/25~~2023/24 – 2027/28

Method of Financing	2023/24	2024/25	2025/26	2026/27	2027/28	TOTAL
Earmarked Reserves	-1,999,942	-741,260	-600,000	-600,000	-600,000	-4,541,202
External Funding	-2,532,420	-393,000	-393,000	-393,000	-393,000	-4,104,420
Usable Capital Receipts	-27,548	-20,220	-432,240	-385,280	-542,900	-1,408,188
Borrowing	-72,600	0	0	0	0	-72,600
TOTAL	-4,632,510	-1,154,480	-1,425,240	-1,378,280	-1,535,900	-10,126,410

Current Treasury Management Position

~~Borrowing through the Public Works Loans Board represents the total debt for the Council, and is gradually decreasing as payments of the principle are made year by year. It is estimated that the outstanding principle on all PWLB loans at 31 March 2022 will be £105k.~~

~~The council fully repaid its outstanding Public Works Loans Board debt of £105,197 during the 2022/23 financial year.~~

Investments at the end of the ~~2021/22~~2022/23 financial year are anticipated to be in the region of ~~£25m~~£22.5m based on current cash flow forecasts. These investments relate to monies placed with institutions on our approved counterparty list and include cash held with the council's banking provider, HSBC.

~~The estimate is subject to a great deal of uncertainty concerning the timing of coronavirus grant transactions, both in terms of grants receivable from Central Government and grants payable to local residents and businesses. The balance includes approximately £5m of grant funds for distribution, of which £2.9m is in respect of the council tax rebate grant that is forecast to be received just prior to the end of the financial year and £1.2m for the Covid-19 Additional Relief Fund (CARF) that was received in March.~~

There was no short-term borrowing on the 31 March ~~2021~~2022, and none is forecast for the 31 March ~~2022~~2023. Only very occasionally has the Council utilised short term borrowing in order to temporarily aid cash flow.

A summary of the Council's treasury position at the end of the ~~2020/21~~2021/22 financial year and that anticipated at the end of the ~~2021/22~~2022/23 financial year is summarised below.

	31 March 2022 Actual £	Actual Average Rate %	31 March 2023 Estimate £	Estimated Average Rate %
Borrowing				
Fixed Rate Debt - PWLB	105,197	4.99	0	n/a
Total Debt	105,197		0	
Investments				
Short Term Investments	-21,000,000	0.10	-22,500,000	2.32
Cash at bank	-4,093,461		0	

Current Treasury Management Position

	31 March 2022 Actual £	Actual Average Rate %	31 March 2023 Estimate £	Estimated Average Rate %
Total Investments	-25,093,461		-22,500,000	
Net External Debt/(Credit)	-24,988,264		-22,500,000	

The Council's current treasury position is not at risk from movements in interest rates as ~~all current any future~~ PWLB borrowing ~~to support the capital programme is~~would be on a fixed rate. Should the council choose to take any future borrowing on variable rates then this would expose the council to a greater risk from any adverse movement in interest rates.

~~The forecasted balance of PWLB debt at 31 March 2022 comprises of the following individual loans:~~

Original Loan Amount £	Term	Interest Rate	Estimated Principal Outstanding at 31 March 2022 £	Year of Final Repayment
250,000	15 years	4.75% Fixed	200	2022/23
250,000	25 years	4.88% Fixed	105,000	2032/33
		Total PWLB	105,200	

~~The total debt is summarised in the table below, showing the estimated debt maturity assuming no further borrowing is undertaken.~~

~~The maturity date is the date on which the principal amount of a note, draft, acceptance bond or another debt instrument becomes due and is repaid to the investor and interest payments stop. It is also the termination or due date on which an instalment loan must be paid in full.~~

Estimated Debt Maturity Analysis as at 31 March 2022		
Maturity	£	%
Under 12 Months	200	0.19
12 Months and within 24 Months	0	0
24 Months and within 5 Years	0	0
5 Years and within 10 Years	0	0

Current Treasury Management Position

10 Years and within 20 Years	105,000	99.81
20 Years and above	0	0
Total PWLB and Bond	105,200	-100.00

Interest Rates

Interest Rates

Prospects for Interest Rates

The Monetary Policy Committee (MPC) of the bank of England decides monetary policy decisions that influence how much money is in the economy and how much it costs to borrow, including decisions over the bank of England interest rate.

Through these decisions the MPC aims to maintain price stability within the UK and to support the economic policy of the Government, including its objectives for growth and employment.

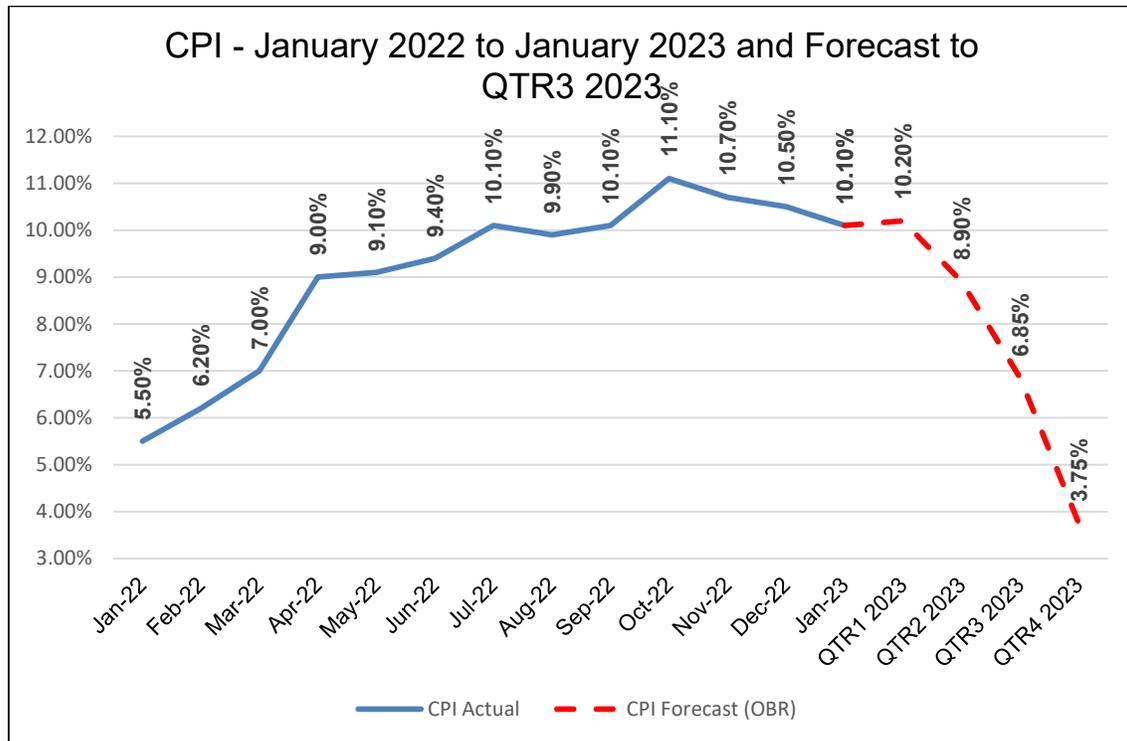
In order to maintain price stability the government has set the bank's MPC a target for an annual inflation rate of the consumer price index (CPI) of 2%.

The table below shows movements to the bank of England base rate from August 2018 through to [March 2022](#)[February 2023](#)

Date of change	Base Rate %
02/08/2018	0.75
11/03/2020	0.25
19/03/2020	0.10
16/12/2021	0.25
03/02/2022	0.50
17/03/2022	0.75
05/05/2022	1.00
16/06/2022	1.25
04/08/2022	1.75
22/09/2022	2.25
03/11/2022	3.00
15/12/2022	3.50
02/02/2023	4.00

~~The economy has recently been through a succession of very large shocks.~~ The MPC's decision to reduce the base rate twice in March 2020 was taken to help households and businesses through the economic slowdown caused by the coronavirus pandemic (COVID-19).

~~The most recent increases to the base rate which have returned the rate back to the pre-pandemic level.~~ ~~Increases to the base rate since that time~~ have been taken in response to rising [interest rates of inflation](#), which as shown in the [tablechart](#) below have increased rapidly over recent months:



~~The March 2022 Monetary Policy Summary and Minutes publication sets out that ‘Regarding inflation, the invasion of Ukraine by Russia has led to further large increases in energy and other commodity prices including food prices. It is also likely to exacerbate global supply chain disruptions and has increased the uncertainty around the economic outlook significantly.’ ‘Inflation is expected to increase further in coming months, to around 8% in 2022 Quarter 2, and perhaps even higher later this year. The projected overshoot of inflation relative to the 2% target to an increasing extent reflects global energy prices, with some further material contribution from tradable goods prices.’~~

~~The table above shows that the Office for Budget Responsibility (OBR) are forecasting a reduction to the rate of CPI through the 2023 year.~~

~~The minutes from the February 2023 meeting of the Bank of England’s Monetary Policy Committee (MPC) sets out that inflation was ‘projected to fall to around 8% by the middle of this year, as previous large increases in energy and other goods dropped out of the calculation of the annual rate’, and that ‘Annual CPI inflation is expected to fall to around 4% towards the end of this year’.~~

~~Given that the outlook for inflation it is currently still much higher than the 2% target it is probable possible that we will see we may see further increases to the base rate during the 2022/23 2023/24 financial year, although by how much and for how long is unknown. although these will not be to the same extent of those experienced during the preceding twelve month period. Current market predictions estimate that the base rate will peak at 4.5% in the Summer of 2023.~~

Interest Rates

~~While these increases may result in higher levels of investment income that the council generates, it will have no immediate impact on the council's borrowing costs as these are all at fixed rates. However, service costs could see substantial increases and as a result the budget allows for a contingency of £140,000 in respect of potential inflation above that already allowed for on service budgets.~~

As a result of increases to the base rate the council's revenue budget for 2023/24 estimates that an additional £400k of investment income will be generated when compared to the 2022/23 financial year original estimate (from £50k to £450k). This is more than offset by estimated increases to the council's service costs as a result of rising inflation.

Borrowing and Debt Strategy

The introduction of the Prudential Code and uncertainty over future interest rates increases the risks associated with the treasury strategy should the council need to increase its use of short term borrowing or make further longer term borrowing on a variable rate. As a result the Council needs to take a cautious approach to its treasury strategy.

Long term fixed interest rates and base rates are both expected to remain very volatile in the short term and difficult to predict. Taking into account changes to interest rates as they occur, the most appropriate form of borrowing will be undertaken.

We intend to continue the current policy of meeting our long-term borrowing requirements from the Public Works Loan Board (PWLB).

Principal local authorities could previously qualify for a discounted rate of borrowing with the PWLB by submitting an optional certainty return. From November 2020, principal local authorities wishing to retain access to the PWLB borrowing facility have been required to submit a certainty rate return, that includes a high-level description of their capital spending and financing plans for the following three years, as a condition of accessing the PWLB.

As a result, the Certainty Rate is now the default rate that principal local authorities borrow at from the PWLB. The council has submitted the required information and retains access to the borrowing facility.

We will engage in short-term borrowing from the money market if necessary, in order to finance temporary cash deficits, however by managing our cash flow effectively these will be kept to a minimum. Wherever possible, any loan will be taken out for periods of less than 7 days in order to minimise the interest payable and will initially be sought from other local authorities and lenders of preference through the money markets.

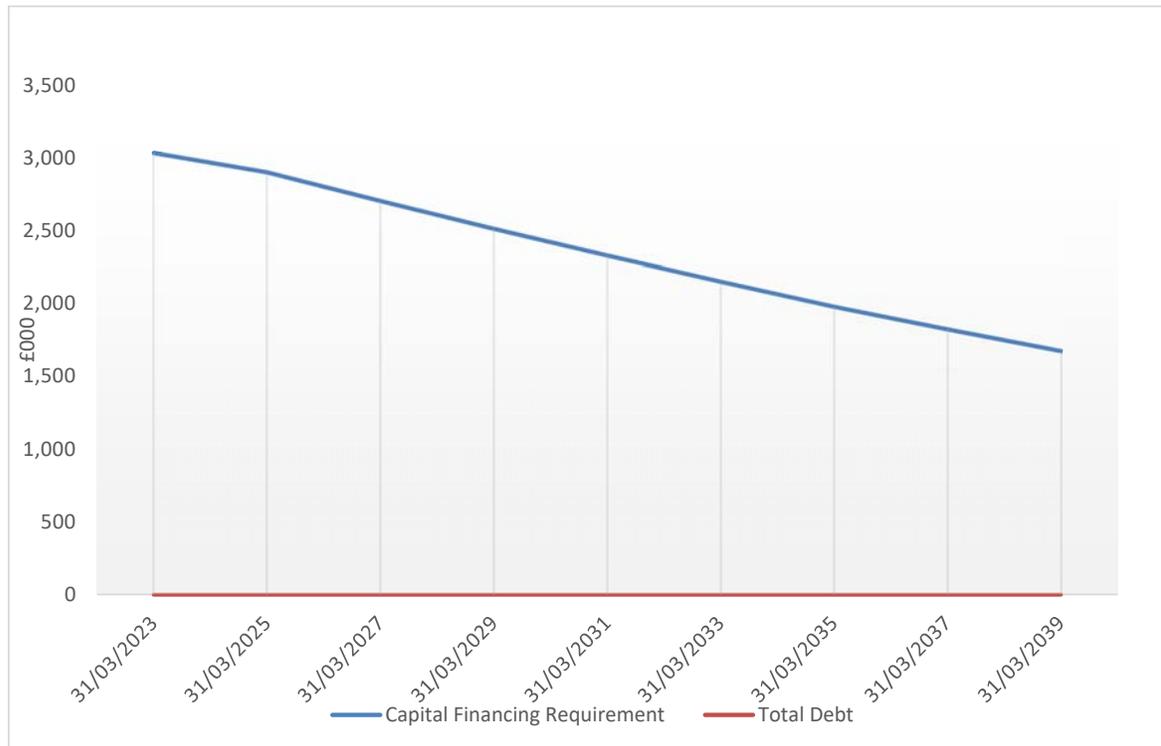
CIPFA's Prudential Code for Capital Finance in Local Authorities recommends that the council's total debt should be lower than its highest forecast capital financing requirement over the next three years.

Based on the current medium-term capital financing plans in the approved capital programme, and the existing levels of borrowing, the council's borrowing is comfortably below the capital financing requirement when forecast for the next 20 years.

It must be noted that this is a snap shot in time based on current plans and current policies around such items as Minimum Revenue Provision (MRP).

Borrowing and Debt Strategy

Forecast Capital Financing Requirement and Total Debt (Current Position)



Minimum Revenue Provision (MRP) Policy Statement [2024/222023/24](#)

The Council is required each year to pay off an element of its accumulated General Fund capital expenditure through a revenue charge, the Minimum Revenue Provision (MRP).

The Ministry of Housing, Communities and Local Government (MHCLG) issued regulations which require Full Council to approve an MRP Policy Statement in advance of each financial year. The council's MRP Policy Statement for [2022/232023/24](#) as approved by Full Council in March [20222023](#) is detailed below

- For capital expenditure incurred **before** 1 April 2008 or which in the future will be Supported Capital Expenditure, the MRP Policy will be to allow MRP equal to 4% of the capital financing requirement (the element of which relates to capital expenditure incurred before 1 April 2008) at the end of the previous financial year.
- For capital expenditure incurred **after** 1 April 2008, for all Unsupported Borrowing the MRP Policy will be to follow the Asset Life Method (Equal Instalment method), i.e. the MRP will be based upon the estimated life of the assets financed from borrowing.

Investment Strategy

Background

The council holds reserves and other cash items on its balance sheet which are invested. In investing these cash balances the council follows guidance issued by CIPFA and [the Department for Levelling Up, Housing and Communities \(formally the MHCLG\)](#).

~~The MHCLG guidance~~ [Guidance issued by the MHCLG \(now the DLUHC\)](#) requires treasury management investments to prioritise security, liquidity and yield in that order of importance. The council will not make any investments with low credit quality bodies, nor any that are defined as capital expenditure by legislation, such as company shares.

Strategy Guidelines

The main principle governing the Council's investment criteria is the security and liquidity of its investments before yield, although the yield or return on the investment will be a consideration, subject to adequate security and liquidity. The Council must ensure that:

- It has sufficient liquidity in its movements. We continually monitor our cash flow position maintaining a balance between short term lending and availability of resources in our main HSBC account – [ensuring that maturing investments match the pattern of the council's commitments as they fall](#) ~~duetaking advantage of the interest rates that are now available on this HSBC account at 0.1% below base rate;~~
- It maintains a policy covering both the categories of investment types it will invest in, criteria for choosing investment counter parties with adequate security, and monitoring of their security.

A counter party list is maintained in compliance with these criteria and it will be revised and submitted to Council for approval as necessary. In accordance with new legislation, the proposed criteria detailed above are shown in the following subsections.

Liquidity of Investments

The Council expects to maintain potential average investment balances of ~~£16.9m~~ [£15.6m during the 2023/24 financial year](#), subject to other service commitments meaning a fall in available cash to invest compared to that forecast as at 31 March 2022. The Council will continue to invest these balances in accordance with the Council's investment policies and prevailing legislation and regulations.

Specified Investments

These investments are sterling investments of not more than one-year maturity. These are low risk assets and the possibility of loss of principal or investment income is very low. The investments are defined as:

- The UK Government (such as the Debt Management Office, UK Treasury Bills or gilts with less than one year to maturity).
- A local authority, parish council or community council.
- A body that has been awarded a high credit rating by a credit rating agency (such as a bank or building society). These bodies will have a minimum rating as set out in our counter party criteria and as listed in our Treasury Management Policy.

In accordance with the Treasury Management Code, the Council has set additional criteria to set a limit on the time and amount of monies which will be invested with these bodies.

Non-Specified Investments

Non-specified investments include any other type of investments, i.e. not defined as specified above. These are sterling investments with:

- Securities admitted to the Officials List of the Stock Exchange that is guaranteed by the UK Government (such as supranational bonds).
- Gilt edged securities with a maturity of greater than one year.
- Institutions not meeting the basic security requirements under the specified investments.
- A body that has been awarded a high credit rating by a credit rating agency (such as a bank or building society) for deposits with a maturity of greater than one year.
- Shareholding in the Local Government Bonds Agency.

At the present time the Council has no immediate plans to invest in non-specific investments other than a maximum share that it already holds in the Local Government Bonds Agency of £10k.

Policy on the Use of Financial Derivatives

Many local authorities have previously made use of financial derivatives embedded in loans and investments both to reduce interest rate risk (i.e. interest rate collars and forward deals) and to reduce costs or increase income at the expense of greater risk. However, previous legislation was understood to prevent the use of such tools where they were not embedded in other instruments.

The Localism Act 2011 includes a general power of competence that removes the uncertain legal position over local authorities' use of standalone financial derivatives.

Investment Strategy

The latest CIPFA Code requires local authorities to clearly detail their policy on the use of derivatives in their annual strategy.

The Council has not and does not plan to use derivatives.

The Monitoring of Investment Counter parties

The credit rating of counter parties is monitored monthly. Any counter party failing to meet the criteria will be removed from the approved counterparties list immediately and, if required, new counter parties, which meet the criteria, will be added to the list.

Fitch credit ratings are monitored and are used as an indication of the probability of organisations defaulting on our investments. Whilst they only show an indication of the current credit position, they are being monitored on a regular basis and any significant changes will be reported to Policy and Finance Committee.

The banks and building societies the Council use are reviewed annually as part of the Treasury Management policies and practices to take into account their Fitch IBCA long-term and short-term credit rating. The Council has a policy to only use institutions with a short-term Fitch rating of F2 or above.

In addition to the building societies and banks we use for investments, also approved for use is the United Kingdom Debt Management Office, where the Government guarantees investments.

Business Model for Holding Investments

Under International Financial Reporting Standard 9, the accounting for certain investments depends on the council's "business model" for managing them.

The council holds investments to collect contractual cash-flows and as such these investments would not result in changes in market value having to be a charge against the Council Tax at year end.

Long-Term Investments

The Treasury Management code requires that where an authority invests, or plans to invest, for periods longer than one year, then an upper limit for investments maturing in excess of one year is set. This council has a policy of not investing for periods of longer than 1 year.

Use of External Fund Managers

It is the Council's policy not to use an external fund manager.

Prudential Code

The Prudential Code

In line with the relevant legislation the council has adopted the Prudential Code for Capital Finance in Local Authorities and the CIPFA Treasury Management in the Public Services Code of Practice (2021) as setting the framework of principles for its treasury management activities. In accordance with the requirements of these codes the council produces each year prudential indicators which provide a framework for the prudent management of its treasury management including limits with regard to certain types of activity such as borrowing. The indicators below are a consequence of the activities set out within this strategy.

Capital Expenditure

Capital expenditure is a significant source of risk and uncertainty since cost variations, slippage, acceleration of major projects or changing specifications are often a feature of large or complex capital programmes. Capital investment also carries risk in relation to the availability of capital finance from capital receipts, grants and external contributions.

As part of this indicator, we will undertake regular monitoring of the capital programme throughout the financial year and report progress and any variations to the relevant service committees and Policy and Finance Committee

The actual capital expenditure that was incurred in 2021/22 is shown alongside the current and future years that are recommended for approval:

Capital Expenditure					
Committee	Actual Capital Expenditure for 2021/22 £	Forecast Capital Expenditure for 2022/23 £	Forecast Capital Expenditure for 2023/24 £	Forecast Capital Expenditure for 2024/25 £	Forecast Capital Expenditure for 2025/26 £
Community Services Committee	430,510	844,060	1,095,750	546,680	793,340
Economic Development Committee	7,950	55,000	54,750	0	0
Health and Housing Committee	391,039	1,397,630	2,933,040	513,500	443,000

Prudential Code

Capital Expenditure					
Committee	Actual Capital Expenditure for 2021/22 £	Forecast Capital Expenditure for 2022/23 £	Forecast Capital Expenditure for 2023/24 £	Forecast Capital Expenditure for 2024/25 £	Forecast Capital Expenditure for 2025/26 £
Planning and Development Committee	0	0	26,420	0	0
Policy and Finance Committee	63,822	88,920	522,550	94,300	188,900
Total	893,321	2,385,610	4,632,510	1,154,480	1,425,240

Financing Costs

The calculation of Financing Costs for the purposes of the Prudential Code includes those items included under the Financing and Investment Income and Expenditure section of the Council's Comprehensive Income and Expenditure Statement in the Statement of Accounts – but excluding pension interest costs and any gain or loss on trading accounts.

For this council, this includes the interest we pay on our borrowing, interest we receive on our investments and also the Minimum Revenue Provision (MRP), being the means by which capital expenditure financed by borrowing or credit arrangements is paid for by council tax payers.

The table below summarises our net financing costs that were shown in the statement of accounts for the 2021/22 financial year, and those forecast for the current and future years.

The calculation turns to a net financing income position from 2022/23 onwards particularly due to the levels of forecast investment income, but also as the council no longer have any external borrowing after 2022/23.

Financing Costs				
2021/22 Actual £	Forecast for 2022/23 £	Forecast for 2023/24 £	Forecast for 2024/25 £	Forecast for 2025/26 £
98,024	-455,287	-347,366	-147,716	-99,794

Net Revenue Stream

The calculation of the Net Revenue Stream for the purposes of the Prudential Code includes those items included under the Taxation and non-Specific Grant Income section of the Council's Comprehensive Income and Expenditure Statement in the Annual Statement of Accounts, but excludes capital receipts and capital grants.

Net Revenue Stream				
2021/22 Actual £	Forecast for 2022/23 £	Forecast for 2023/24 £	Forecast for 2024/25 £	Forecast for 2025/26 £
-9,525,205	-8,404,768	-9,729,233	-9,665,896	-9,885,900

Financing Costs to Net Revenue Stream

Estimates of the ratio of financing costs to net revenue stream for the current and future years, and the actual figures for 2021/22 are shown in the table below. This indicator uses the Financing Costs calculated above as a percentage of Net Revenue Streams, also calculated above.

It should be noted that the calculation of these indicators relies heavily on the forecast of future financial support from the government. As members will be aware there is a substantial amount of uncertainty with regard to most elements of local government finance.

Once again, the minus percentage figures from 2022/23 onwards reflect the levels of forecast investment income and also the fact that the council will have no external borrowing after 2022/23.

Financing Costs to Net Revenue Stream				
2021/22 Actual £	Forecast for 2022/23 £	Forecast for 2023/24 £	Forecast for 2024/25 £	Forecast for 2025/26 £
1.0%	-5.4%	-3.6%	-1.5%	-1.0%

Prudential Code

Capital Financing Requirement

The capital financing requirement measures the council's underlying need to borrow for a capital purpose, although this borrowing may not necessarily take place externally.

In accordance with best professional practice, the Council does not associate borrowing with particular items or types of expenditure. The council has an integrated capital and treasury management strategy and has adopted the CIPFA Code of Practice for Treasury Management in the Public Services.

We have, at any point in time, a number of cash flows, both positive and negative, and manage our treasury position in terms of our borrowings and investments in accordance with our approved treasury management strategy and practices.

In day-to-day cash management we make no distinction between revenue cash and capital cash. External borrowing (of which the council has none after 2022/23) arises as a consequence of all the financial transactions of the authority and not simply those arising from capital spending. In contrast, the capital financing requirements reflects the authority's underlying need to borrow for a capital purpose.

Capital Financing Requirement				
2021/22 Actual £	Forecast for 2022/23 £	Forecast for 2023/24 £	Forecast for 2024/25 £	Forecast for 2025/26 £
3,141,032	3,036,143	3,006,109	2,903,825	2,803,619

External Debt

In respect of the Capital Financing Requirement, the level of external debt is a consequence of a treasury management decision about the level of external borrowing.

The inclusion of total external debt in the Prudential Code means that it covers all borrowing whether this is for capital or revenue. This is mainly due to the fact that our daily treasury management activities make no distinction between revenue and capital cash. External borrowing occurs as a result of all of a council's transactions, not just those arising from the capital programme.

The council made an early repayment of its external borrowing during 2022/23, and so hold no external borrowing after the 2022/23 financial year. Whilst external debt was held for part of the 2022/23 financial year, the position shown below for 2022/23 is as at the end of the financial year.

External Debt					
	2021/22 Actual £	Forecast for 2022/23 £	Forecast for 2023/24 £	Forecast for 2024/25 £	Forecast for 2025/26 £
PWLB Borrowing	105,197	0	0	0	0

Gross Debt and Capital Financing Requirement

The Prudential Code states that in order to ensure that over the medium term, debt will only be for a capital purpose, the council should ensure that debt doesn't, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years.

I can report that the council had no difficulty meeting this requirement in 2021/22, nor are any difficulties envisaged for 2022/23 or the next three years. This view takes into account current commitments, existing plans and the proposals in the Council's budget report.

The Authorised Limit

The authorised limit, like all the other prudential indicators, has to be approved and revised by full council. It should not be set so high that it would never in any possible circumstances be breached. It should reflect a level of borrowing which, while not desired, could be afforded but may not be sustainable.

Any unanticipated revision to the council's authorised limit would be a most exceptional event that would trigger a review of all the prudential indicators. The authorised limit is set to establish the outer boundary of the council's borrowing based on a realistic assessment of the risks. The authorised limit is certainly not a limit up to which the council expects to borrow on a regular basis.

The authorised limit for external debt is the upper limit on the level of gross external indebtedness, which must not be breached without council approval. It is the **worst-case scenario**.

Factored in to the setting of the authorised limit is the council's role as the lead authority of the Lancashire Business Rates Pool.

The limit separately identifies borrowing from other long-term liabilities such as finance leases. The Council is asked to approve these limits and to delegate authority to me, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long-term liabilities, in accordance with option

Prudential Code

appraisal and best value for money for the council. Any such changes made will be reported to the Council at its next meeting following the change.

Authorised Limit for External Debt			
	2023/24 £'000	2024/25 £'000	2025/26 £'000
Borrowing	15,001	14,839	14,679
Other Long-Term Liabilities	0	0	0
Total	15,001	14,839	14,679

The Operational Boundary

This indicator focuses on the day-to-day treasury management activity within the council. It is a way in which the council manages its external debt to ensure that it remains within a self-imposed limit.

The Operational boundary is based on expectations of the maximum external debt of the council according to probable events.

The Council is asked to approve the operational boundary for external debt. The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects directly my estimate of the most likely prudent but not worst case scenario, without the additional headroom included within the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate.

The operational boundary represents a key management tool for in year monitoring by my staff and me. Within the operational boundary, figures for borrowing and other long-term liabilities are separately identified. The Council is asked to delegate authority to me, within the total operational boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the authorised limit. Any such changes will be reported to the Council at its next meeting following the change.

Operational Boundary for External Debt			
	2023/24 £'000	2024/25 £'000	2025/26 £'000
Borrowing	1,470	1,308	1,147
Other Long Term Liabilities	0	0	0
Total	1,470	1,308	1,147

Maturity Structure of Borrowing

The council is required to set for the forthcoming financial year both upper and lower limits with respect to the maturity structure of its borrowing. These prudential indicators are referred to as the upper and lower limits respectively for the maturity structure of borrowing and are calculated using the amount of projected borrowing that is maturing in each period, expressed as a percentage of total projected borrowing.

The maturity date is the date on which the principal amount of a note, draft, acceptance bond or another debt instrument becomes due and is repaid to the investor and interest payments stop. It is also the termination or due date on which an instalment loan must be paid in full.

The Upper limit profile is based on the **potential** borrowing identified under the Operational Boundary indicator, should it be needed for the purchase of employment land.

MATURITY STRUCTURE OF BORROWING			
	Current Borrowing Profile %	Lower Limit %	Upper Limit %
Under 12 Months	0.19	0.19	0.01
12 Months and within 24 Months			
24 Months and within 5 Years			
5 Years and within 10 Years			
10 Years and within 20 Years	99.81	99.81	6.54
20 Years and above			93.45100

Principal Sums Invested for Periods Longer than a Year

The Treasury Management code requires that where an authority invests, or plans to invest, for periods longer than one year, then an upper limit for investments maturing in excess of one year is set. This council has a policy of not investing for periods of longer than 1 year.

Interest Rate Exposures

In order to control interest rate risk, the council measures its exposure to interest rate movements. These indicators place limits on the overall amount of risk the council is exposed to. The one-year impact indicator calculates the theoretical impact on the revenue account of an immediate 1% rise in all interest rates over the course of one financial year. As the council's debt is on a fixed rate, this will not be impacted, so the only exposure would be on our investment income. As a result, this figure shows as a negative value.

Prudential Code

Interest Rate Exposures	Upper Limit £'000
Upper limit on one-year revenue impact of a 1% rise in interest rates	-169 <u>156</u>

Credit Risk

The Council has a policy to only use institutions with a short-term Fitch rating of F2 or above.

Credit Risk	Lower Limit for Credit Rating
Short Term Fitch Rating of Counterparties Used	F2

Risk Management

Capital Programme and Risk Management

As part of the capital scheme bidding process officers are asked to detail any risks that may be present to the completion of the scheme within budget and on time. These are reported and considered by members as part of the process of producing an overall achievable and affordable capital programme.

Where relevant, larger projects will be recorded separately on the council's corporate risk management system and the risk monitored on a regular basis, being reported to the corporate management team and the Accounts and Audit Committee, should any risk be deemed to be scored a 'Red' risk.

Treasury Management and Risk Management

The Council's activities expose it to a variety of financial risks:

- Credit Risk – the possibility that other parties might fail to pay amounts due to the Council.
- Liquidity Risk – the possibility that the Council might not have funds available to meet its commitments to make payments.
- Market Risk – the possibility that financial loss might arise for the Council as a result of changes in such measures as interest rates and stock market movements.

The Council's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the resources available to fund services. Risk management is carried out within the Council's Financial Services team, under policies approved by the Council in the annual treasury management strategy.

The Council provides written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk and the investment of surplus cash.

Overall Procedures for Managing Treasury Management Risk

Overall these procedures require the Council to manage risk in the following ways:

- by formally adopting the requirements of the Code of Practice;
- by approving annually in advance prudential indicators for the following three years limiting:
 - The Council's overall borrowing;
 - Its maximum and minimum exposures to fixed and variable rates;

Risk Management

- Its maximum and minimum exposures to the maturity structure of its debt;
- Its maximum annual exposures to investments maturing beyond a year.
- by approving a Treasury Management Strategy for the forthcoming year setting out its criteria for both investing and selecting investment counterparties in compliance with the Government Guidance;

The Prudential Indicators are required to be reported and approved at or before the Council's annual Council Tax setting meeting in early March. These items are also reported within this Strategy. Actual performance is also reported quarterly to Members.

Treasury Management activity is monitored by the Financial Services team. The Council maintains written principles for overall risk management, as well as written policies covering specific areas, such as interest rate risk, credit risk, and the investment of surplus cash through Treasury Management Practices (TMPs). These TMPs are a requirement of the Code of Practice and are reviewed regularly.

Risk and Commercial Activity

The Chartered Institute of Public Finance and Accountancy (CIPFA) defines investment property as property held solely to earn rentals or capital appreciation or both.

This council does not hold any investment properties; neither does the council borrow money with a view to investing purely for commercial gain.

Governance Framework

Initial Capital Scheme Bidding Process

The development of the scheme bids was detailed in the earlier section on Capital Expenditure. The reporting of the same and the decision-making process is summarised in the table below, following a standard process for the annual review of the capital programme:

August: Heads of Service are asked to consider their service area and identify any potential capital schemes.
October to January: All submitted bids are reviewed by Corporate Management Team and Budget Working Group and reported to the relevant Service Committee and approval sought. Members are also asked to put forward any capital bid suggestions and amendments that they may wish to make at this stage.
January: The Budget Working Group and Corporate Management Team <u>consider finalise</u> which scheme bids should be <u>recommended for inclusion</u> in the capital programme and the level of resources to be used to fund the capital programme, having consideration to any comments or approval made by Service Committees. A recommendation is prepared for Special Policy and Finance Committee.
February: Special Policy and Finance Committee meet to consider the recommendations of the Budget Working Group and Corporate Management Team. The final approved capital programme is then recommended to Full Council.
March: Full Council approve the final capital programme.

As part of this process there will inevitably be scheme bids that are not able to be taken forward, be that through lack of resources or competing priorities.

Capital Budget Monitoring

The council has a structured process of budget monitoring, with regular meetings with budget holders to ensure schemes are on track and within budget. Reports are taken to all service committees regularly in year (including revised estimate report) and also the overall position is reported to Policy and Finance Committee on a regular basis.

Further reports are also taken to the council's Budget Working Group during the year.

The outturn position is also reported to all committees in line with the budget monitoring reporting.

Governance Framework

Treasury Management Activities

This council is committed in embracing the principals of corporate governance in their treasury management activities: These include

- Adoption of the principals and policies promoted in the prudential code in order to promote openness and transparency in the council's treasury management function.
- Publication of and free access to information about the council treasury management transactions.
- Establishing clear treasury management policies, separation of roles and management of relationship within and outside the council, to establish integrity of the function.
- Well defined treasury management responsibilities and job specifications to enhance accountability.
- Equality in treasury management dealings with an absence of business favouritism to promote fairness.

The principals of corporate governance are successfully implemented. The council should ensure that treasury risk management is an integral part of its overall risk management process.

- The management and administration of treasury management be robust, rigorous and disciplined.
- The council should receive regular reports on its treasury management activities
- Performance data should be clear, concise and relevant to its treasury management activities.
- External parties should be monitored for adherence to the legal or regulatory regimes under which they operate.

Reports are taken quarterly to the Policy and Finance committee on all treasury management activities. Outturn position reports are also reported to the same. All policies and practices are also reported to and agreed by Policy and Finance Committee and Council.

Knowledge and Skills

Staff involved in Capital Projects

The Council utilises the knowledge and skills of its internal officers when considering capital investment decisions and where necessary it may also rely on the expert knowledge of specialist external advisors.

The Council employs professionally qualified finance, legal and property officers who are able to offer advice and guidance when considering any capital investment decisions.

Finance and legal staff are professionally qualified and have the necessary experience of how the Council works.

All professionally qualified staff undertake Continuing Professional Development and maintain knowledge and skills through regular technical updates from appropriate bodies and are regulated by their respective professional bodies. Their rules of conduct require that they have an appropriate level of skill and expertise to deal with the particular matter with which they are dealing.

The Council occasionally uses external advisors where necessary in order to complement the knowledge its own officers hold. If required these would be engaged on an ad-hoc basis and be project based.

Staff involved in Treasury Management Activities

The Council recognises the importance that all treasury management staff should receive appropriate training relevant to the requirements of their duties at the appropriate time. The Council operates a Performance Appraisal system which aims to identify the training requirements of any individual members of staff engaged on treasury related activities.

Additionally, training may also be provided on the job and it will be the responsibility of the Director of Resources together with the Head of Financial Services, to ensure that all staff involved in the service receive the necessary training.

Treasury Management courses run by such bodies as CIPFA, money brokers, or other recognised bodies are those normally sourced and attended.

The qualifications of those staff that are authorised to be involved in treasury management activities are detailed below

- Chief Executive - CIPFA Qualified
- Director of Resources – CIPFA Qualified
- Head of Financial Services – CIPFA Qualified
- Senior Accountant – CIPFA Qualified

Knowledge and Skills

- Accounting Technician – AAT Qualified ([studying for the CIPFA Qualification](#))

With regard to members, detailed explanations of all reports are given, as they are scrutinised by committee, by the Director of Resources in order to ensure full understanding.