

Date: 27 January 2017

All Members of the Council

Our Ref: n/a

Your Ref: n/a

Direct Line: 01253477157

Email: lennox.beattie@blackpool.gov.uk

Dear Councillor

Executive Meeting 6 February 2017 and Council Meeting 23 February 2017

Please find attached the Appendices relating to the Treasury Management Strategy 2017/2018

This document will be considered by the Executive at its meeting on the 6 February 2017 and will be considered by the Council at its meeting on the 23 February 2017.

Please bring these documents to either of these meetings, if you are attending.

If you have any queries please contact me by the direct line or email listed above.

Yours sincerely

On behalf of the Head of Democratic Governance



Democratic Governance
PO Box 1066
Blackpool, FY1 1GB

Contact
T: (01253) 477 157
F: (01253) 477 138

www.blackpool.gov.uk

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BLACKPOOL COUNCIL
REPORT
of the
DIRECTOR OF RESOURCES
to the
EXECUTIVE
on
6 FEBRUARY 2017

TREASURY MANAGEMENT STRATEGY 2017/18

1. Purpose

- 1.1 The Council is required by statute to publish an annual Treasury Management Strategy incorporating its Investment Strategy.
- 1.2 In essence the Treasury Management Strategy is an annual plan of how Blackpool Council will manage its investments and cashflows. It identifies the Council's borrowing needs and shows how it will invest temporary surplus cash balances, and how it will control its banking, money market and capital market transactions.
- 1.3 The Scale of Operations at Annex A shows the levels of capital expenditure, long-term borrowing and temporary investments and also the impact that spending on new capital schemes has on average council tax levels.

2. Definition

- 2.1 CIPFA defines Treasury Management as *"The management of the organisation's investments and cashflows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks"*.

3. Background

- 3.1 Blackpool's Capital Programme for 2017/18–2019/20 continues on a reduced scale following the reduction in capital grants received from central government. Nevertheless, total cash moving annually through the Council's bank account including the re-investment of temporary cash surpluses and re-borrowing of temporary cash shortfalls is expected to be over £950m in the current year.
- 3.2 Large capital regeneration schemes such as the second phase of the Central Business District and the extension of the Tramway to Blackpool North Station are at an advanced

stage of planning. Other large schemes are also expected to progress with the Council focusing on those projects which will help grow the economy and prosperity within the town.

3.3 The Treasury Management Panel, which comprises the Director of Resources, Chief Accountant and representatives from Corporate Finance and Blackpool Coastal Housing, has the responsibility for managing the risks associated with treasury management activities on an operational basis. The Panel recognises the need to balance investment risk against achieving an acceptable return on temporary surplus cash balances. The balance sought is to maximise the security and liquidity of the Council's investments, with higher yields being obtained only where they are consistent with those desired levels of security and liquidity.

4. Objectives

4.1 The objectives of the Treasury Management Strategy are as follows:

- To set the framework for the Council's treasury management operations
- To manage the Council's investments and cashflows
- To control banking, money market and capital market transactions
- To plan and secure appropriate borrowing in order to finance the Capital Programme at the lowest overall cost to the Council
- To achieve the best rates of return from the investment of temporary surplus cash balances commensurate with risk, subject to the overriding principle of maintaining an acceptable level of security
- To monitor and control effectively the risks associated with these transactions
- To comply with appropriate codes and regulations including the International Financial Reporting Standards as they apply to Treasury Management.

4.2 In delivering the above objectives the Council is required to:

- Determine its own borrowing limits taking into account its financial situation, long-term plans and in particular what it thinks is affordable now and sustainable in the future
- Monitor its borrowing limits using performance measures called Prudential indicators, these are set out in detail in Annex C to this report
- Consider annual and six-monthly reports on Treasury Management which contain Prudential indicators via the Executive.

5. Economic Outlook

5.1 The outlook for the UK economy continues to be uncertain following the UK's vote on the 23 June 2016 to leave the European Union. The leave process is likely to take up to two

years and will require agreement to be reached on complex areas such as trade and the free movement of people. The resulting uncertainty means continuing risk and so it is important that the Council's treasury and investment affairs continue to be managed in a cautious and prudent manner.

- 5.2 The interest rate environment became quite volatile following the outcome of the June referendum and the Bank of England expects that interest rates will continue to fluctuate during the period of the leave negotiations. In an effort to keep the UK economy buoyant the Bank of England reduced the base rate on the 4 August 2016 from 0.5% to 0.25%. The rate remains at this level at the present time although current market expectations are that it may increase gradually during the period covered by this report. Money market investment rates for temporary surplus cash balances are expected to remain at present levels. The current rate for a three-month fixed-term deposit with a high street bank is typically 0.20% and analysts anticipate that this may change marginally during the next 12 months.
- 5.3 Long-term borrowing rates, influenced by gilt yields, are generally stable but did fall sharply following the UK's vote to leave the European Union. They have largely recovered but are still marginally below those levels which existed prior to the referendum. Therefore, long-term borrowing rates which are typically priced at the equivalent gilt yield plus 100 basis points have decreased during the year by 0.6% to just over 2.8% and the market expects these longer term rates to increase gradually during the next 12 months.

6. Treasury Management Strategy - Key Principles

- 6.1 A summary of the key principles upon which the strategy is based is set out below and is expanded upon in more detail in Annex B:
- Temporary investments will be restricted to UK Banks and Building Societies unless non-UK institutions satisfy the stringent requirements set out in the Investment Counterparty and Liquidity Framework (Annex B, section 5).
 - Short-dated Gilts (UK government securities with a life of less than one year) will continue to form part of our approved list of investments.
 - Fixed-term cash deposits are currently restricted to terms of not more than three months (subject to review by the Treasury Management Panel) except the approved Lend a Hand Mortgage Guarantee Scheme.
 - Temporary cash surpluses will continue to be applied to reduce the Council's need to borrow.
 - New long term borrowing to support capital expenditure will only be taken in favourable conditions. We are a registered shareholder in the Municipal Bond Agency, which entitles us to borrow from them if the Treasury Management Panel considers them to be competitive.
 - The Treasury Management Panel will remain alert to market intelligence through the financial press, contacts in the financial markets and our contacts in other local authorities.

- Treasury management advisers will only be engaged on an ad-hoc basis, retaining responsibility in-house for all treasury management activities.
- Long-term debt will be repaid in advance of redemption date where there is demonstrable financial advantage to the Council.
- The Policy for allocating borrowing costs to the HRA for 2017/18 and future years will be the same as in previous years and will be based on the HRA share of the Capital Financing Requirement (HRACFR). The charge will be made up of the interest payable on long-term loans in the HRA pool and an additional charge or credit where the HRA pool of loans is either below or above the HRACFR.
- Prudentially funded capital schemes will be charged a Minimum Revenue Provision (MRP) and interest at the pooled borrowing rate for the General Fund except in exceptional circumstances when the Director of Resources deems it appropriate to use an alternative rate. In cases where the interest rate is lower than the pooled rate there must be clear evidence that the use of the lower rate is affordable. The policy on charging MRP is set out in Annex D. This policy is reviewed annually.

6.2 During the last 12 months the Council has taken no additional long-term borrowing. Capital spending has been financed by using internal balances and by using short-term loans which are currently available at very low interest rates.

6.3 Where the Council makes business loans, it takes into account its own cost of borrowing, the likelihood of future interest rate movements, the risks of the venture and any state aid implications in ensuring that it at least covers its own costs.

7. Recommendations

The Executive is asked to recommend to Council that it:

- i) Adopts the Elements of the Treasury Management Strategy 2017/18 and approves the Prudential Indicators and Limits for 2017/18 - 2019/20 which are set out in Annex B to this report;
- ii) Approves the Prudential Indicators and Limits for 2017/18 - 2019/20 which are set out in Annex C to this report; and
- iii) Approves the Minimum Revenue Provision Policy Statement for 2017/18, which will ensure a prudent Minimum Revenue Provision charge in the annual statement of accounts. The policy is set out within Annex D to this report.

S THOMPSON
DIRECTOR OF RESOURCES

TREASURY MANAGEMENT STRATEGY 2017/18

ANNEX A – Scale of Operations

Capital Expenditure - The projected capital expenditure - presented here in order to show the complete treasury position - and for which approval is separately requested in the Capital Programme 17/18 – 19/20 Report is expected to be:

Capital expenditure £M	2016/17 Revised	2017/18 Programme	2018/19 Programme	2019/20 Programme
Non-HRA	25	15	24	15
HRA	4	8	4	5
Total	29	23	28	20

Debt Requirement - Part of the capital expenditure programme will be financed directly through government grants, capital receipts etc. This leaves a residue which will increase the Council's external borrowing requirement (its Capital Financing Requirement [CFR]). The General Fund CFR is reduced each year by a statutory revenue charge for the repayment of debt. The HRA is under no requirement to make such a charge.

Capital Financing Requirement £M	2016/17 Revised	2017/18 Programme	2018/19 Programme	2019/20 Programme
Non-HRA	299	343	384	383
HRA	11	11	11	11
Total	310	354	395	394

The HRA limit on indebtedness imposed by the Department of Communities and Local Government is set out in the determination and remains at £35.74m.

Against this borrowing need (the CFR), the Council's expected external debt position for each year (the **Operational Boundary**) and the maximum amount it can borrow (the **Authorised Limit**) are:

£M	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
Authorised Limit	271	354	395	394
Operational Boundary	260	349	383	388

The impact of the new schemes being approved as part of this budgetary cycle on council tax and housing rents - as separately reported these are expected to be:

Incremental impact of capital investment decisions (£) on:	2016/17 Revised	2017/18 Programme	2018/19 Programme	2019/20 Programme
Average council tax	£5.71	£0.24	£4.80	£1.83
Housing rents	£0.27	£0.05	£0.88	£0.34

Investments - The value of resources applied to finance the capital spend above is one of the elements which influence the Council's overall resources. The expected position of the Council's year-end resources (capital reserves, capital receipts, etc.), is shown below. This is supplemented with the expected cashflow position to provide an overall estimate of the year-end investment position. The Prudential Indicator identifying the ability to invest longer term is also shown.

£M	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
Total resources	-	-	-	-
Working capital	-	-	-	-
Temporary borrowing	(66)	(120)	(133)	(121)
Sums invested > 364 days	-	-	-	-

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1. Introduction

- 1.1 The elements of this Treasury Management Strategy are designed to provide a proper framework within which the Council's cashflow 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, can be operated.
- 1.2 The Treasury Management Panel is an important part of the overall financial management of the Council's affairs. The Prudential Indicators in Annex C consider the affordability and impact of capital expenditure decisions and set out the Council's overall capital framework. The Treasury Management Panel considers the effective funding of these decisions. Together they form part of the process which ensures the Council meets its balanced budget requirement under the Local Government Finance Act 2002. There are specific treasury Prudential Indicators included in this strategy which require approval.
- 1.3 The Council's treasury activities are strictly regulated by statutory requirements, in particular the Local Government Act 2003. This annex contains two of the four key elements referred to in the attached report. They are the Borrowing Strategy and the Investment Strategy, both are in accordance with the Department of Communities and Local Government (DCLG) investment guidance. These two key elements are in accordance with a professional code of practice (the CIPFA Code of Practice and Cross-Sectoral Guidance Notes on Treasury Management – 2011 Edition). This Council has adopted the 2011 edition of the Treasury Management Code.
- 1.4 The Council's policy requires an annual Strategy to be reported to Council outlining the expected treasury activity for the forthcoming 3 years. A key requirement of this report is to explain both the risks and the management of the risks associated with the treasury service. Further treasury reports are produced at the half-year stage and after the year-end to report on actual activity for the year.
- 1.5 This Strategy covers the following:
- The Council's debt and investment projections (section 2).
 - The expected movement in interest rates (section 3).
 - The Council's borrowing and investment strategies (sections 4 and 6).
 - The Council's investment counterparty and liquidity framework (section 5).
 - The Council's power to invest (section 7).
 - Specific limits on treasury activities and attitude to risk (section 8).
 - The Council's Lender Option Buyer Option (LOBO) strategy (section 9).

2. Debt and Investment Projections 2017/18 – 2019/20

- 2.1 The borrowing requirement comprises the expected movement in the Capital Financing Requirement (CFR in the table below) and any maturing debt which will need to be re-financed. The table overleaf shows this effect on the treasury position over the next three years. It also highlights the expected change in investment finances:

£'000s	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
External Debt				
Long-term debt at 1 April	88,574	85,153	123,456	146,680
Repaid debt	(8,421)	(1,697)	(1,776)	(4,694)
Replacement of maturing debt	5,000	-	-	-
Additional long-term debt	-	40,000	25,000	25,000
Long-term debt at 31 March	85,153	123,456	146,680	166,986
Short-term debt at 31 March	67,000	119,736	133,239	120,998
LCC/ex-LCC at 31 March	18,818	18,065	17,343	16,649
PFI and Other Liabilities	72,935	71,081	69,144	66,660
Total external debt at 31 March	243,906	332,338	366,406	371,293
Annual change in debt	(3,078)	88,432	34,068	4,887
Investments				
Total investments at 31 March	(1,000)	-	-	-
Investment change	12,350	1,000	-	-
Change in debt less investment	9,272	89,432	34,068	4,887
Annual change in CFR (annex C 3.3)	31,896	44,096	41,275	(958)

2.2 The additional long-term debt includes any borrowing in advance and catch-up borrowing. The related impact of the above movements on the revenue budget are:

£'000s	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
Revenue Budget				
Interest on long-term loans	4,933	7,983	8,833	9,683
Interest on short-term loans	398	519	1,999	1,815
Total Interest Cost	5,331	8,502	10,832	11,498
General Fund long-term borrowing cost	4,862	8,074	10,404	11,070
HRA long-term borrowing cost	469	428	428	428
Investment income/Internal Financing	(8)	(138)	(291)	(266)

3. Expected Movement in Interest Rates

Indicative %	Base Rate	5-year Gilt	20-yr Gilt	50-yr Gilt
2016/17 (actual)	0.25	0.70	2.00	1.80
2017/18	0.25	0.90	2.20	2.00
2018/19	0.50	1.00	2.40	2.20
2019/20	0.75	1.20	2.60	2.50

- 3.1 The interest rate environment became quite volatile following the outcome of the June referendum on EU membership and the Bank of England expects that interest rates will continue to fluctuate during the period of the leave negotiations. In an effort to keep the UK economy buoyant the Bank of England reduced the base rate on the 4 August 2016 from 0.5% to 0.25%. The rate remains at this level at the present time and current market expectations are that it may increase gradually during the period covered by this report. Money market investment rates for temporary surplus cash balances are expected to remain at present levels. The current rate for a three-month fixed-term deposit with a high street bank is typically 0.20% and analysts anticipate that this may change marginally during the next 12 months.
- 3.2 Long-term borrowing rates, influenced by gilt yields, are generally stable but did fall sharply following the outcome of the UK's vote to leave the European Union. They have now recovered largely but are still marginally below those levels which existed prior to the referendum. Therefore, long-term borrowing rates which are typically priced at UK Gilt +100 basis points have decreased during the year by 0.6% to just over 2.8% and the market expects these longer term rates to increase gradually during the next 12 months.

4. Borrowing Strategy 2017/18 - 2019/20

- 4.1 Analysts believe that short-term interest rates will remain low reflecting the base rate and are only likely to increase gradually during 2017/18.
- 4.2 As stated above in 3.1, the interest rate environment became quite volatile following the outcome of the June referendum and the Bank of England expects that interest rates will continue to fluctuate during the period of the leave negotiations. The Treasury Management Panel, under delegated powers, will take the most appropriate form of borrowing in this uncertain economic environment depending on the prevailing interest rates at the time. Because of the risks involved in making temporary investments it is unlikely that there will be any borrowing in advance of the future year's requirements.
- 4.3 Long-term borrowing rates, influenced by gilt yields, are generally stable. But as explained above in 3.2 rates have fluctuated during the last 12 months. In the light of the volatility in long-term rates and the availability of cheap short-term temporary loans the Council has continued to finance its recent borrowing requirement in this way.
- 4.4 In order to secure the lowest cost of borrowing Blackpool Council has agreed to disclose estimates of its capital transactions including new borrowing and planned capital expenditure for the next three years to Her Majesty's Treasury. The disclosure of this information in summary format entitles the Council to receive a 20 basis point discount on all new loans borrowed from the Public Works Loan Board during the next 12 months. The information provided to Her Majesty's Treasury is updated annually.

4.5 Along with other local authorities the Council became a shareholder in the Municipal Bond Agency (MBA). The agency is planning to issue its first bond early in the new financial year, enabling it to provide competitive loan finance to existing shareholders and other local authorities. The council sees this as a viable alternative to borrowing from the Public Works Loan Board. The Council has agreed to a lending framework which includes a commitment to a joint and several guarantee with other borrowers. The guarantee will not apply until the Council actually borrows from the Municipal Bond Agency. The Treasury Management Panel will not approve borrowing from the Municipal Bond Agency unless the interest rate quoted on any loan offered by it is deemed to be competitive.

5. Investment Counterparty and Liquidity Framework

5.1 The primary principles governing the Council's investment criteria are security and liquidity. The yield or return on investments is of secondary importance.

5.2 To achieve sufficient liquidity in its investments, guidelines will be used to determine the maximum periods for which funds may prudently be committed. These also apply to the Council's Prudential Indicators covering the maximum principal sums invested.

5.3 In relation to security, a policy will be applied to the categories of investment, the choice of investment counterparties with adequate security, and the monitoring of their security. This is set out in the Specified and Non-Specified investment sections below.

5.4 The Treasury Management Panel will maintain a counterparty list in accordance with the following criteria and will revise the criteria and submit them to Council for approval as necessary. These criteria are separate to those which determine Specified and Non-Specified investments, as it selects which counterparties the Council will choose rather than defining what its investments are. The criteria are based on information from Fitch, Moody's and Standard & Poors, the three principal credit ratings agencies.

(i) **Banks** - the Council will use banks which have at least the following Fitch or equivalent ratings from Moody's and Standard & Poors:

- Short Term - F1 from Fitch or equivalent from Moody's or Standard & Poors.
- Long Term - Single A from Fitch or equivalent from Moody's or Standard & Poors.
- Individual / Financial Strength – C from Fitch or Moody's or the equivalent from Standard & Poors
- Support - 3 from Fitch or the equivalent from Moody's or Standard and Poors

(ii) **Bank Subsidiary and Treasury Operations** - the Council will use these where the parent bank has the necessary ratings outlined above. The investment limit to be applied will be calculated across the whole group.

(iii) **Building Societies** - the Council will use any United Kingdom Society with assets in excess of £1.5 billion.

(iv) **Local Authorities** - The Council will use upper-tier authorities only.

(v) **Investment in the UK Government** (including short-term gilts and sterling treasury bills) are permitted because of their overall security.

(vi) **Investment in Money Market Funds** are not permitted.

- (vii) **Non-UK Exposure Limits** - The Treasury Management Panel may impose overall sector or country limits to restrict the level of exposure within non-UK financial institutions. The Panel has no short-term plans to start investing in non-UK financial institutions, but it can foresee the possibility in future years covered by the Strategy when it may invest up to 25% of temporary cash investments in non-UK financial institutions which satisfy the criteria in (i) above and whose sovereign government rating is triple A according to Fitch or the equivalent from Moody's or Standard & Poors.

- 5.5 It is not considered necessary to apply different maximum time limits for investing with different counterparties according to their precise credit rating. Institutions are either on the list of potential counterparties for any timescale (subject to the overriding restriction of 364 days or less) or they are not on the list at all. The Treasury Management Panel has placed a temporary 3-month time limit on deposits placed with all Banks and Building Societies on its counterparty list.
- 5.6 The proposed criteria for Specified and Non-Specified investments are shown in section 7 for approval.
- 5.7 In the normal course of the Council's cashflow operations it is expected that only Specified Investments will be utilised for the control of liquidity.
- 5.8 The use of longer-term instruments (greater than one year from inception to repayment) would fall in the Non-Specified Investment category. These instruments will not be used for the control of liquidity. This will also be limited by the investment Prudential Indicator below.

6. Investment Strategy 2017/18 – 2019/20

- 6.1 In managing the Council's treasury on a day-to-day basis, the Treasury Management Panel takes heed of a quotation contained in a House of Commons Treasury & Civil Services Committee report of 1991 following the Bank of Commerce and Credit International closure which stated: *"in balancing risk and return, local authorities should be more concerned to avoid risks than to maximise returns."*
- 6.2 Expectations on shorter-term interest rates, on which investment decisions are based, are that rates will remain low during 2017 increasing by 0.3% by the middle of 2018. Rates may then rise incrementally during the following 18 months. The Council's investment decisions are based on comparisons between the current low level of interest rates and the market's expectation of gradual increases during the following 18 months. As a result it is likely that investment decisions will continue to be made for shorter periods until investment rates start to rise during 2017. However, the overriding principle is to maintain sufficient security and liquidity within the cash balances and a shorter profile of temporary investments will help achieve this. The Treasury Management Panel, under delegated powers, will undertake the most appropriate form of investments based on current market conditions as surplus funds become available. The three-month time limit for temporary investments will continue during 2017 but may be relaxed in future years covered by this Strategy. The current restrictions are explained in more detail in paragraph 6.3
- 6.3 The Treasury Management Panel currently operates a restriction of 3 months or less on all fixed term deposits placed with those counterparties included in paragraph 5.4 (i), (ii), (iii), (iv) and

(v). It also considered it necessary to restrict temporary fixed-term investments to UK Banks and Building Societies and those subsidiaries of non-UK financial institutions which are incorporated in the UK. However, as market conditions improve the Panel is likely to lift these restrictions and extend the term of temporary investment back to a maximum of 364 days. Moreover, the Treasury Management Panel may invest up to 25% of temporary cash investments in non-UK financial institutions which satisfy the requirements set out in paragraph 5.4 (vii).

7. Power To Invest

7.1 Blackpool Council has the power to invest:

- (i) for any purpose relevant to its functions under any enactment, and
- (ii) for the purposes of the prudent management of its financial affairs.

This includes investments which are not directly linked to statutory functions but are simply made in the course of treasury management. This allows for the temporary investment of funds borrowed for the purpose of expenditure in the reasonably near future.

7.2 **Speculative borrowing purely in order to invest is unlawful.**

7.3 **The speculative purchase and subsequent disposal of property is generally also unlawful.** However, there may be occasions when such purchase and resale are necessary as part of a strategic development. This is permitted only where this is part of an approved project plan which is covered by proper statutory powers in pursuance of the Council's approved objectives. Examples of this are in the pursuit of delivery of projects related to Blackpool's regeneration strategy - such as the planned phases of the Central Business District.

7.4 Priority is to be given to the security of investments and then to liquidity. The highest rate of return (yield) can only be sought once officers are satisfied that the principal sums invested are secure.

7.5 The Council is expanding its Business Loans Fund to £100m by borrowing in order to promote, develop and support local businesses and public sector partners within the Blackpool area. Before any lending is authorised the Loans Panel (which includes the Chief Executive, Director of Place and Director of Resources) supported by both Accountancy and Legal, will analyse and validate the business case for each loan.

7.6 No other types of (Non-Specified) investments are identified as being permissible, other than those explicitly allowed as share or loan capital under paragraph 7.7.

7.7 Investments in share or loan capital are restricted to shareholdings in Blackpool Transport Services Ltd., Blackpool Operating Company Ltd., Blackpool Entertainments Company Ltd., Blackpool Housing Company Ltd. and a minority interest in 50,000 'B' shares in the Regional and City Airports (Blackpool) Airport Ltd. The guidance defines acquisition of share or loan capital in a corporate body as capital or revenue expenditure (rather than as an investment). This means that such expenditure needs to be funded out of capital or revenue resources respectively.

8. Treasury Management Prudential Indicators, Limits on Activity and Attitude to Risk

- 8.1 Blackpool Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities is measured. It uses the Treasury Management Prudential Indicators as part of the risk control process to limit activity and monitor performance.
- 8.2 There are five treasury Prudential Indicators. The purpose of these Prudential Indicators is to contain the activity of the treasury function within certain limits, thereby managing risk and reducing the impact of an adverse movement in interest rates. However, if these are set to be too restrictive they will impair the opportunities to reduce costs. The indicators are:
- 8.3 **Gross debt and the Capital Financing Requirement (CFR)** - In order that over the medium-term, debt will only be taken for a capital purpose, the Council should ensure that external debt does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for the current and next two financial years. If in any of these years there is a reduction in the CFR, this reduction is ignored in estimating the cumulative increase in the CFR which is used for comparison with gross external debt. This is a key indicator of prudence.
- 8.4 **Upper limits on variable interest rate exposure** - This indicator identifies a maximum limit for variable interest rates based upon the debt position net of investments. In cases where the terms of the borrowing or investment raise questions as to whether it should be treated as fixed or variable, it is to be treated as variable for the purposes of these Prudential Indicators. Advice previously received from Butlers suggests that this indicator is best calculated using the principal capital value rather than percentages where there are significant levels of investments.
- 8.5 **Upper limits on fixed interest rate exposure** - This indicator is similar to the previous indicator but covers a maximum limit on fixed interest rates.
- 8.6 **Maturity structures of borrowing** - These gross limits are set to reduce the Council's exposure to large fixed rate sums falling due for refinancing and are required for upper and lower limits. They show the amount of projected borrowing that is fixed rate maturing in each period as a percentage of the total projected borrowing that is fixed rate.
- 8.7 **Total principal funds invested for greater than 364 days** - These limits are set to reduce the need for early sale of an investment and are based on the availability of funds after each year-end.
- 8.8 The Council is asked to approve the following Prudential Indicators (in the table over the page). Note that for each year, the upper limits on fixed interest rates equate to the expected Capital Financing Requirement for that year

	2017/18	2018/19	2019/20
Gross debt (£M)			
	Upper	Upper	Upper
Gross Debt	332	366	372
Capital Financing Requirement	354	395	394
Interest rate exposures (£M)			
	Upper	Upper	Upper
Limits on fixed interest rates based on net debt	354	395	394
Limits on variable interest rates based on net debt	177	198	198
Maturity structure of fixed interest rate borrowing 2017/18 (%)			
		Lower	Upper
Under 12 months		-	18%
12 months and within 2 years		-	18%
2 years and within 5 years		-	30%
5 years and within 10 years		2%	60%
10 years and within 30 years		2%	70%
30 years and above		15%	90%
Maximum principal sums invested > 364 days			
Principal sums invested > 364 days	£ nil	£ nil	£ nil

9. Lender Option Borrower Option debt (LOBOs)

- 9.1 Lender Option Borrow Option debts (LOBOs) typically carry a cheaper initial rate of interest than new debt available from other sources. They are structured with an initial period in which a fixed rate of interest is paid, followed by a much longer 'variable' period. During this period at the agreed 'call' dates (typically between every six months to every five years) the Lender has the option to increase the interest rate. If the Lender exercises their Option to increase the rate, the Borrower has the Option to repay the debt.
- 9.2 When general interest rates are rising, the interest the Council pays on its LOBOs will tend to ratchet up at call dates, lagging just below other available market rates. The higher rate chosen by the lender is always likely to be enticingly below other immediately available market rates so that at the decision points when the borrower has the option to repay, it will be seduced into a longer relationship with the LOBO at higher rates. However, when general interest rates are falling, the interest the borrower pays on its LOBOs will remain fixed at the higher rates.
- 9.3 The Treasury Management Panel notes that whenever a lender calls an increase in the rate of a LOBO there will be a great temptation to accept the higher rate and remain tied into the LOBO (as the alternative borrowing is likely to be slightly more expensive in the short term). The Council will continue to take advantage of the beneficial rates available through LOBOs as part of a balanced portfolio of fixed and variable debt, especially through the early fixed period of the instrument.
- 9.4 The Council's policy is that on every occasion when a lender opts to increase the interest rate on one of its LOBOs there is a presumption that the Council will repay the LOBO.

ANNEX C - Prudential Indicators**1) Background and Summary**

- 1.1 The Local Government Act 2003 requires the Council to adopt the CIPFA Prudential Code for Capital Finance in Local Authorities (2011 Edition) and agree Prudential Indicators. This report revises the Indicators for 2016/17, 2017/18, 2018/19 and introduces new Indicators for 2019/20. Each indicator either summarises the expected activity or introduces limits upon the activity and reflects the outcome of the Council's underlying capital appraisal systems.
- 1.2 Within this overall prudential framework there is a clear impact on the Council's treasury management activity, either through borrowing or investment activity. As a consequence the Treasury Management Strategy for 2017/18 is included at Annex B to complement the Indicators and this report includes the Prudential Indicators relating to the treasury activity.

2) Capital expenditure plans

- 2.1 The Council's capital expenditure plans are reported and recommended for approval in the Capital Programme 2017/18 Report and are summarised below. This forms the first of the Prudential Indicators. This expenditure can be paid for immediately (by resources such as capital receipts, capital grants, etc.), but if resources are insufficient any residual expenditure will need to be borrowed.
- 2.2 A certain level of capital expenditure will be grant supported by the Government; anything above this level will be unsupported and will need to be paid for from the Council's own resources. The Government retains an option to control either the total of all local authorities' plans or those of a specific council, although no such control has yet been invoked.
- 2.3 The key risks to the plans are that the level of Government support has been estimated and is therefore subject to change. Similarly some estimates for other sources of funding, such as capital receipts, may also be subject to change over this timescale.
- 2.4 The Council is referred to the summary capital expenditure projections below, as reported in the Capital Programme Report 2017/18. This forms the first Prudential Indicator:

£'000s	2016/17 Revised	2017/18 Programme	2018/19 Programme	2019/20 Programme
Capital Expenditure:				
Non-HRA	25,000	14,915	24,260	14,600
HRA	4,000	8,163	4,346	5,056
Financed by:				
Capital receipts	(900)	(100)	(100)	(100)
Capital grants	(8,361)	(22,978)	(18,506)	(12,056)
Capital reserves	-	-	-	-
Revenue Contributions	(4,239)	-	-	-
Net financing need for the year: (para 3.3)	15,500	-	10,000	7,500

3) The Council's borrowing need (the Capital Financing Requirement)

- 3.1 The second Prudential Indicator is the Council's Capital Financing Requirement (CFR). The CFR is made up of the total outstanding capital expenditure which has not yet been paid for

from either revenue or capital resources along with any business loans issued from the expanded Business loans Fund and loans made to Blackpool Housing Company. The expansion of the Business Loans Fund is explained in more detail in Annex B paragraph 7.5. The CFR is essentially a measure of the Council's underlying need to borrow.

3.2 The Council is required to pay off an element of the accumulated General Fund capital spend each year through a revenue charge known as the Minimum Revenue Provision (MRP). The overriding principle in calculating the MRP is that it must be prudent and this is covered in more detail in Annex D.

3.3 The Council is asked to approve the CFR projections below:

£'000s	2016/17 Revised	2017/18 Programme	2018/19 Programme	2019/20 Programme
Capital Financing Requirement:				
CFR – Non Housing	274,001	290,097	344,122	382,664
CFR - Housing	11,363	11,363	11,363	11,363
Business Loans Fund	17,750	42,250	30,000	-
Blackpool Housing Company	6,500	10,000	9,500	-
Total CFR	309,614	353,710	394,985	394,027
Movement in CFR	31,896	44,096	41,275	(958)

Movement in CFR represented by:				
Net financing need for the year: (para 2.4)	15,500	-	10,000	7,500
MRP/Voluntary Revenue Provision and other financing movements:	(7,854)	(8,154)	(8,225)	(8,458)
Business Loans Fund	17,750	42,250	30,000	-
Blackpool Housing Company	6,500	10,000	9,500	-
Movement in CFR	31,896	44,096	41,275	(958)

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

4) **The use of the Council's resources and the investment position**

4.1 The application of resources (capital receipts, reserves, etc.) to either finance capital expenditure or support the revenue budget will have an ongoing impact on investments unless resources are supplemented each year from new sources (asset sales, etc.).

4.2 The capital receipts and capital reserves available to finance capital expenditure during the period covered by the Treasury Management Strategy are shown in the table under paragraph 2.4 above.

5) **Limits to borrowing activity**

5.1 Within the Prudential Indicators there are a number of key indicators to ensure the Council operates its activities within well-defined limits.

5.2 For the first of these the Council needs to ensure that its total borrowing - net of any investments - does not, except in the short term, exceed the total of the CFR in the preceding year plus the estimates of any additional CFR for 2017/18 and the next two financial years. This allows some flexibility for limited early borrowing for future years.

Y/end positions £'000s	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
L/T borrowing	85,153	123,456	146,680	166,986
Short-term debt	67,000	119,736	133,239	120,998
LCC/ex-LCC	18,818	18,065	17,343	16,649
PFI & Other Liabilities	72,935	71,081	69,144	67,110
Gross borrowing	243,906	332,338	366,406	371,743
(Investments)	(1,000)	-	-	-
Net borrowing	242,906	332,338	366,406	371,743
CFR	309,614	353,710	394,985	394,027

5.3 The Director of Resources reports that the Council has complied with this Prudential Indicator in the current year and does not envisage difficulties for the future. This view takes into account current commitments, existing plans and the proposals in next year's budget report.

5.4 A further two Prudential Indicators control or anticipate the overall level of borrowing:

5.5 **The Authorised Limit for external debt** - This represents a limit beyond which external debt is prohibited, and this limit needs to be set or revised by full Council. It reflects the level of external debt which, while not desired, could be afforded in the short term, but is not sustainable in the longer term. This is the statutory limit determined under section 3 (1) of the Local Government Act 2003.

5.6 **The Operational Boundary for external debt** - This indicator is based on the expected maximum external debt during the course of the year; it is not a limit. The Operational Boundary differs from the Authorised Limit in that it is based on expectations of the maximum external debt according to probable - not simply possible - events and is consistent with the maximum level of external debt projected by the estimates. The setting of this Operational Boundary is a matter of careful judgement. If it is set too high then it may be too near the Authorised Limit for there to be a margin sufficient to allow time to take corrective action before the Authorised Limit is breached. Alternatively, if it is set too low it will be breached so frequently that it will cease to act as a credible warning indicator. The intention therefore is that this operates as a form of early warning about certain cash-flow problems.

5.7 The Council is asked to approve the following Authorised Limit and Operational Boundaries, two indicators which are based on debt (including short-term) and are gross of investments.

Authorised Limit £'000s	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
Borrowing limit	195,000	280,000	323,000	324,000
Other long term liabilities limit	76,000	74,000	72,000	70,000
Total limit	271,000	354,000	395,000	394,0000
Operational Boundary £'000s	2016/17 Revised	2017/18 Projection	2018/19 Projection	2019/20 Projection
Borrowing limit	185,000	277,000	313,000	320,000
Other long term liabilities limit	75,000	72,000	70,000	68,000
Total limit	260,000	349,000	383,000	388,000

5.8 The Authorised Limit is set to allow for any potential overdraft position, since this will be counted against the overall borrowing. The Operational Boundary is set to equate to expected debt levels without headroom

6) Affordability Prudential Indicators

6.1 The previous sections cover the overall capital and control of borrowing Prudential Indicators, but within this framework Prudential Indicators are required to assess the affordability of the capital investment plans. These provide an indication of the impact of the capital investment plans on the overall Council's finances. The Council is asked to approve the following indicators:

6.2 **Actual and estimates of the ratio of financing costs to net revenue stream** - This indicator identifies the trend in the cost of capital (borrowing and other long-term obligation costs net of investment income) against the net revenue stream.

%	2016/17 Revised	2017/18 Programme	2018/19 Programme	2019/20 Programme
Non-HRA	10.6%	13.9%	15.2%	15.9%
HRA	3.2%	3.2%	2.9%	2.9%

The estimates of financing costs include current commitments and the proposals in the Budget Report presented concurrently for approval.

6.3 **Estimates of the incremental impact of capital investment decisions on the Council Tax** - This indicator identifies the revenue costs associated with new schemes introduced to the three-year capital programme recommended in the budget report, compared with the Council's existing approved commitments and current plans. The assumptions are based on the budget, but will invariably include some estimates, such as the level of Government support.

Incremental impact of capital investment decisions on Average Council Tax	Proposed Budget 2017/18	Forward Projection 2018/19	Forward Projection 2019/20
Average Council Tax	£0.24	£4.80	£1.83

6.4 **Estimates of the incremental impact of capital investment decisions on housing rent levels** - Similar to the council tax calculation, this indicator identifies the trend in the cost of proposed changes in the housing capital programme recommended in this budget report compared to the Council's existing commitments and current plans, expressed as a discrete impact on weekly rent levels.

Incremental impact of capital investment decisions on housing rent levels	Proposed Budget 2017/18	Forward Projection 2018/19	Forward Projection 2019/20
Weekly housing rent levels	£0.05	£0.88	£0.34

This indicator shows the revenue impact on any newly approved schemes, although any discrete impact will be constrained by rent controls.

TREASURY MANAGEMENT STRATEGY 2017/18

ANNEX D – Policy on Minimum Revenue Provision

1. Introduction

- 1.1 Local authorities are required to set aside 'prudent' revenue provision for debt repayment (MRP) where they have used borrowing or credit arrangements to finance capital expenditure. Statutory Guidance covering Minimum Revenue Provision (MRP), published in February 2012 by the Department for Communities and Local Government (DCLG) sets out various options and boundaries for calculating prudent provision.
- 1.2 Whilst 'prudent provision' is not specifically defined, the guidance suggests that debt ought to be repaid over a period that is either commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Revenue Support Grant, it is reasonably commensurate with the period implicit in the determination of the grant.
- 1.5 There are four options set out in the statutory guidance for determining the MRP:
- Option 1 - Regulatory Method
 - Option 2 - The Capital Financing Requirement (CFR) Method
 - Option 3 - Asset Life Method (the MRP is determined by reference to the life of the asset)
 - Option 4 - Depreciation Method (MRP is equal to the provision required under depreciation accounting).

2. Minimum Revenue Provision (MRP) Policy Statement for 2017/18 is as follows

- 2.1 For all supported capital expenditure incurred prior to 1st April 2008 and for future supported capital expenditure, the MRP will be based on the 2% straight line method, before making an adjustment for £24.1m, which is the difference between debt calculated under the prudential code (as at 1st April 2004) and debt calculated under the previous 'statutory' capital controls regime which commenced on 1st April 1990.
- 2.2 For capital expenditure incurred after 1st April 2008 and financed by unsupported borrowing, the MRP will be based on option 3, the Asset Life Method. This method was already being used by the Council for capital expenditure financed by unsupported borrowing prior to the introduction of the 2008 Regulations and it is considered both appropriate and prudent to continue with it.
- 2.3 In exceptional circumstances MRP for capital expenditure incurred after 1st April 2008 and which is funded by unsupported borrowing can be calculated using the Annuity Method (a variation allowed under option 3 of the 2008 Regulations). However, this method is only suitable for particular types of capital expenditure projects where the benefits are expected to increase in later years or where the income stream generated by the new project mirrors the Annuity profile. It may be particularly attractive in connection with projects promoting regeneration or administrative efficiencies where revenues will increase over time. This method may only be used if it receives approval by the Treasury Management Panel.
- 2.4 The above policy will ensure that the Council satisfies the requirement to set aside a prudent level of MRP.

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