

SOUTHEND-ON-SEA CITY COUNCIL

TREASURY MANAGEMENT POLICY STATEMENT 2026/27

1 Background

- 1.1 The purpose of this statement is to outline the Council's treasury management policy.
- 1.2 The CIPFA Code of Practice on Treasury Management recommends that Local Authorities:
 - Adopt the CIPFA code.
 - Create and maintain both a Treasury Management Policy Statement and suitable Treasury Management practices.
 - Appoint an officer to whom Treasury Management is delegated.
 - Submit reports regularly.
- 1.3 Cabinet approved adoption of the CIPFA code of Practice for Treasury Management at its meeting on 12 February 2002. CIPFA published a major revision to the Code of Practice for Treasury Management on 27 November 2009, the implementation of which was the subject of a report to the Audit & Governance Committee submitted to its meeting of 13 January 2010. Since then, there have been a number of revisions, the latest being the 2021 edition of the Code of Practice for Treasury Management on 20 December 2021.
- 1.4 There is a requirement in the code that the treasury management policy should be scrutinised in detail by a specialist committee, before being accepted by the authority, and should be monitored regularly.
- 1.5 The treasury management policy is agreed in advance of the year to which it relates. The policy is then monitored regularly and is updated, as appropriate, to reflect changing circumstances and guidance.
- 1.6 The Council has agreed the Audit & Governance Committee to be responsible for ensuring effective scrutiny of the treasury management policy, before approval by full Council as part of the approval of the budget.
- 1.7 The Chief Finance Officer (Section 151 Officer under the Local Government Act 1972) is the person responsible for the treasury management function.
- 1.8 The code requires that, as a minimum, reporting should include an annual strategy in advance of the year, then quarterly reporting which includes a mid-year review and an annual report after its close. The reporting and scrutiny of the strategy and policy are dealt with above.

For 2026/27 reports on the activities of the treasury management function will be submitted to Cabinet quarterly. One such report will comprise an annual report for presentation before 31 July of the succeeding year. Another report will be a mid-year review reporting in November of each year.

- 1.9 In the latest version of the CIPFA Code of Practice on Treasury Management the term “investments” covers all the financial assets of the organisation, as well as other non-financial assets which the organisation holds primarily for financial returns or primarily for the provision, and the purposes, of delivering public services (including housing, regeneration and local infrastructure). This may therefore include investments which are not managed as part of normal treasury management and these are covered by the Capital Investment Policy which forms part of the Capital Investment Strategy.
- 1.10 To reflect the revised version of the CIPFA Code of Practice on Treasury Management the Council is required to maintain Investment Management Practices for investments which are not for treasury management purposes. This is in addition to the treasury management practices already in place.

2 Duration of the Policy Statement

- 2.1 This Treasury Management Policy Statement covers the 2026/27 financial year.

3 Scope of the Treasury Management Function

- 3.1 The Council defines its treasury management activities as:
 - the management of the organisation’s borrowing, investments and cash flows, including its banking, money market and capital market transactions.
 - the effective control of the risks associated with those activities.
 - the pursuit of optimum performance consistent with those risks.
- 3.2 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will include their risk implications for the Council.
- 3.3 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving best value in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.

- 3.4 The Council acknowledges that responsibility for the effective management and control of risk lies with the authority.
- 3.5 Regarding Environmental, Social and Governance (ESG), the Council is aware of the growing importance of these considerations and is monitoring the development of emerging industry standards and how they can be appropriately applied to public service organisations. As and when a clearly defined approach emerges in the various Codes and Regulations the Council will adopt such an approach, as appropriate and relevant to its investment portfolio.

4 Use of a treasury management adviser

- 4.1 The services of a treasury management adviser will be used throughout 2026/27 to assist the Council to develop and enhance the performance of the treasury management function. This adviser is MUFG Corporate Markets Treasury Limited.
- 4.2 The role of this adviser is to provide relevant and timely information and advice on all aspects of treasury management.
- 4.3 The Council recognises that responsibility for treasury management decisions remains with the authority at all times.

5 Funding requirements for the capital investment programme

- 5.1 The following methods of funding have been identified as being available to the Council for use in 2026/27:
- Borrowing.
 - Use of capital receipts - from the sale of surplus assets.
 - Use of Government Grants – e.g. Local Transport Grant, or grants from the Department for Education.
 - Other external contributions – e.g. Section 106 agreements.
 - Revenue funding – e.g. transferred from the Revenue Account.
- 5.2 No additional funding source will be used without the agreement of the Cabinet.

6 Limits on external borrowings

- 6.1 The Council must set an operational boundary and authorised limit for external debt. The operational boundary is how much external debt the Council plans to take up and reflects the decision on the amount of debt needed for the Capital Investment Programme for the relevant year. The authorised limit is higher than the operational boundary as it allows sufficient headroom to take account of unusual cash movements.

- 6.2 The table below shows the operational boundary and authorised limits for borrowing for 2025/26 and 2026/27:

	2025/26 Original £M	2026/27 Original £M
Operational boundary	380	390
Authorised limit	390	400

In accordance with the Prudential Code these limits exclude outstanding debt relating to services transferred from Essex County Council (ECC) on 1 April 1998.

- 6.3 In November 2020 the PWLB changed its lending criteria to exclude the use of the PWLB for any Local Authority that includes the purchase of any capital asset primarily for yield in their three-year capital investment programme. Local Authorities that don't qualify for these lending terms are unable to access any PWLB borrowing until such time as they cease to have any capital asset primarily for yield in their three-year capital investment programme. The Council's capital investment programme will not include the purchase of any capital asset primarily for yield.
- 6.4 The operational boundary and authorised limits allow for some borrowing to take advantage of lower lending rates should the opportunity arise. The limit for 2026/27 is £10M higher than the 2025/26 limit to allow for new borrowing net of repayments of £3M, an increase of £4M regarding credit arrangements following the implementation of the new lease accounting standard IFRS16 and £3M extra headroom due to the prevailing levels of market uncertainty. It should be noted that the resulting 2026/27 limits are only £5M higher than those set in 2024/25.

7 Policy on sources and types of long term borrowing

- 7.1 The Council's long-term borrowing (i.e. for more than one year) for 2026/27 will be via any type of loan from the Public Works Loan Board (which is a lending facility operated on behalf of HM Treasury and provides loans to local authorities and other specified bodies) or from banks, building societies or other financial institutions as appropriate.
- 7.2 In addition, if it is deemed to be economically advantageous the Section 151 Officer, in consultation with our Treasury Management advisers, can issue bonds to raise funds, either in this council's name or collaboratively with other Local Authorities or via the Local Government Association (LGA), and either as a private or public placement. Before any bonds could be issued, appropriate and extensive due diligence would need to be undertaken.
- 7.3 In addition, if it is deemed to be economically advantageous the Section 151 Officer, in consultation with our Treasury Management

advisers, can borrow from other Local Authorities. Appropriate due diligence would be undertaken to consider the appropriateness of the counterparty.

- 7.4 In addition, if it is deemed to be economically advantageous the Section 151 Officer, in consultation with our Treasury Management advisers, can borrow for the purposes of financing regeneration and other infrastructure related projects.
- 7.5 The PWLB is usually the most economic source available to the Council for long term borrowing. The Council is eligible for HM Treasury's 'certainty rate' which is a discount of 0.2% on standard rates.
- 7.6 Financing arrangements other than borrowing will be in the form of leases. These will be taken out to finance the purchase or use of assets such as equipment or vehicles.

8 Timing of new borrowing

- 8.1 New borrowing will be undertaken as and when required to finance capital. The Council's Section 151 Officer is authorised to make application for loans during 2026/27 that are deemed appropriate for the long term financing of capital. The amount and timing of these loans will have regard to the Council's cash flow, the PWLB interest rates and the future requirements of the approved capital investment programme.

9 Debt restructuring policy

- 9.1 Some of the Council's borrowings are at a higher interest rate than the current rate of borrowing. To redeem these loans before their maturity date (i.e. to redeem them early) the Council would be required to pay a premium (this is like paying to redeem a mortgage early except the amount of the penalty depends on the prevailing rate of interest). New loans could then be taken out at the current rate. The savings to be made by paying interest at a lower rate need to be offset by the premiums payable before a decision is made as to whether this would be economically advantageous.
- 9.2 Similarly, some of the Council's borrowings can be at a lower interest rate than the current rate of borrowing. To redeem these loans early the Council would receive a discount (this is the opposite of a premium). New loans could then be taken out at the current rate. The discount receivable would need to be offset by the higher rate of interest paid before a decision is made as to whether this would be economically advantageous.
- 9.3 The Council will undertake debt restructuring as and when appropriate opportunities arise. The main objective of a restructure will be to

produce reductions in financing costs as part of an overall budget strategy. The advice of our treasury management advisers would be sought. Members would be notified via the quarterly reporting to Cabinet on treasury management activities.

10 Treasury Management Investments

10.1 See the Annual Treasury Management Investment Strategy.

11 The approved activities of the Treasury Management operation are as follows:

- Risk management.
- Cash flow management (daily balance and longer-term forecasting).
- Investing surplus funds in approved investments.
- Use of brokers for placing investments.
- Investing surplus funds with external fund managers.
- Long-term borrowing to fund the capital investment programme.
- Short-term borrowing for cash flow purposes.
- Management of debt (including repayment and rescheduling).
- Capital receipts management.
- Leasing arrangements for the Council (including schools).
- Banking activities.
- Training for members and officers.
- Prevention of money laundering.

12 Responsibility for the treasury management function

12.1 Under the constitution the Council's Section 151 officer who is the Chief Finance Officer (currently the Executive Director (Finance and Resources)), must take all steps that are considered appropriate for the administration of the financial affairs of the Council. This includes responsibility for the treasury management function.

12.2 The table in Annex 1 shows the treasury management activities and the sub-delegated responsibilities from the Chief Finance Officer to others.

12.3 Officers are required to explicitly follow policies and procedures.

12.4 The training needs of staff and members with treasury management responsibilities are assessed on a regular basis and training is arranged as necessary.

13 Risks

- 13.1 The overriding principle is that it is more important to balance risks than to maximise returns.

Credit and Counterparty risk

- 13.2 This is the risk that the organisation with which we have invested money becomes insolvent and cannot pay us back our investment. A prime objective of treasury management activities is the security of the principal sums invested and this is placed ahead of the investment return. Accordingly, the Council will ensure that robust due diligence procedures cover all external investment.
- 13.3 Treasury Management investment activities are limited to the instruments, methods and techniques referred to in the Annual Treasury Management Investment Strategy. The use of limits and a combined matrix of investment criteria using credit ratings reflect a prudent attitude towards organisations with whom funds may be deposited. Investment activities will be limited to those who meet the criteria in this matrix when the investment is placed, with the exception of the Council's bank, and then limited by other relevant market information.
- 13.4 The policy in respect of those organisations from which the council may borrow, or with whom it may enter into other financing arrangements is set out in this Treasury Management Policy Statement and in the Annual Treasury Management Investment Strategy.

Liquidity risk

- 13.5 This is the risk that there will be insufficient cash available to make payments as they fall due. The Chief Finance Officer will ensure that cash resources are adequate, though not excessive, and that borrowing arrangements are available at all times to enable the Council to achieve its business objectives.

Interest Rate risk

- 13.6 Interest rates will be reviewed as part of the ongoing monitoring arrangements to ensure that, as far as possible, investments are made so as to maintain the return to the Council, whilst retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates.
- 13.7 Regard will be given to the limits imposed by the treasury management policy, particularly the importance of maintaining the security of the monies invested.

Partnership risk

- 13.8 There are currently no major partnerships involving private borrowing. For certain projects, some of the Council's costs are met by 'match funding' where other organisations match the funding that the Council contributes. Where this is the case there may be liquidity risk (see 13.5) if the other organisations do not make their contributions when agreed. Our exposure to this risk will be monitored via the revenue and capital budget monitoring processes.

Market risk

- 13.9 Our long-term borrowing is mainly through fixed rate maturity loans, whilst our investments are at both fixed and variable rates. To mitigate the risk as far as possible the Council seeks to find the appropriate balance of investments between short and long term and between variable and fixed rate.

Refinancing risk

- 13.10 Our borrowing arrangements are negotiated, structured and documented, and the maturity profile of these monies are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable as can reasonably be achieved in the light of market conditions prevailing at the time.

Currency risk

- 13.11 The Council does not have any foreign currency risk as all investments are in pounds sterling.

Inflation risk

- 13.12 The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation and will seek to manage the risk accordingly in the context of the whole organisation's inflation exposures.

Treasury Management Activity	Delegated to:	In their absence, delegated to:
Production of a Treasury Policy each year for approval by the Council prior to the start of the financial year	Head of Corporate Finance	Finance Manager – Treasury Management
Staffing and organisation of the Treasury Management function	Head of Corporate Finance	Chief Finance Officer (Section 151 Officer)
Ensuring that all staff engaged in Treasury Management receive appropriate training	Head of Corporate Finance	Finance Manager – Treasury Management
Ensuring that all members with Treasury Management responsibilities receive appropriate training	Chief Finance Officer (Section 151 Officer)	Head of Corporate Finance
Advising the Council’s Monitoring Officer when necessary	Chief Finance Officer (Section 151 Officer)	Deputy Section 151 Officer
Decisions on long term borrowing	Chief Finance Officer (Section 151 Officer)	Deputy Section 151 Officer
Decisions on the restructuring of the Council’s debt	Chief Finance Officer (Section 151 Officer)	Deputy Section 151 Officer
Taking out new loans/repayment of loans with the PWLB	Head of Corporate Finance	Chief Finance Officer (Section 151 Officer)/ Deputy Section 151 Officer
Maintaining adequate and effective cash flow forecasting records to support the decision to lend or borrow	Designated Accounting Technician/Finance Manager	Any other designated Accounting Technician/Finance Manager

Treasury Management Activity	Delegated to:	In their absence, delegated to:
Proposals on placing overnight monies with the Council's bank or in short/long term investments	Finance Manager – Treasury Management	Designated Accounting Technician/ Finance Manager
Approval of short/long term investments	Chief Finance Officer (Section 151 Officer)	Deputy Section 151 Officer/ Head of Corporate Finance
Placing money in investments once approval has been obtained	Finance Manager – Treasury Management/ other designated Finance Business Partner/ Senior Finance Business Partner	Head of Corporate Finance
Contact for correspondence with external fund managers	Finance Manager – Treasury Management	Designated Accounting Technician/Head of Corporate Finance
Decisions on placing with or recalling monies from external fund managers	Chief Finance Officer (Section 151 Officer)	Deputy Section 151 Officer
Entering into lease agreements	Chief Finance Officer (Section 151 Officer)	Deputy Section 151 Officer
Key contact with the Council's treasury management advisers	Head of Corporate Finance	Finance Manager – Treasury Management
Monitoring of actual against budget for debt charges, interest earnings and debt management expenses	Designated Accounting Technician/ Finance Manager	Any other designated Accounting Technician/Finance Manager
Monitoring of performance; average interest rates earned and paid etc.	Designated Accounting Technician/Finance Manager	Any other designated Accounting Technician/Finance Manager
Monthly report to Section 151 officer detailing performance and any non-compliance with the Treasury Management Policy	Finance Manager – Treasury Management	Designated Accounting Technician/Finance Manager