

Treasury Management End of Year Report 2024/25 21/10/2025

Full Council

PART I

Treasury Management End-of-Year Report 2024/25 (DoF)

Summary

- 1.1 This report concludes the Treasury Management (TM) Reporting cycle, required under regulation, for 2024/25. It provides a review of TM activities, performance, and the actual prudential and treasury indicators for the year.
- 1.2 The report fulfils the requirement under the relevant codes of practice for the Audit Committee to give scrutiny to all the required treasury management reports.
- 1.3 It further confirms that the Council has complied with the Treasury and Prudential Indicators for 2024/25.
- 1.4 Following scrutiny by the Audit Committee, the report will be presented to Full Council in October 2025.

Recommendation

- 2.1 That:

The Committee notes the Treasury Management End-of-Year Report.

Prepared by: Robert Thurlow, Chief Accountant.

Purpose of the Report

- 4.1 This Council is required by regulations issued under the Local Government Act 2003 to produce an annual treasury management review of activities and the actual prudential and treasury indicators for 2024/25. This report meets the requirements of both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management, (the Code), and the CIPFA Prudential Code for Capital Finance in Local Authorities, (the Prudential Code).
- 4.2 During 2024/25 the minimum reporting requirements were that the Full Council should receive the following reports:
 - An annual treasury strategy in advance of the year (Council February 2024)
 - A mid-year year review (December Audit Committee)
 - An annual review following the end of the year describing activity compared to the strategy, (this report)
- 4.3 The regulatory environment places responsibility on members for the review and scrutiny of treasury management policy and activities. This report provides details of the year end position for treasury activities and highlights compliance with the Council's policies previously approved by members.
- 4.4 The Council confirms that it has complied with the requirement under the Code to give scrutiny to all of the above treasury management reports by the Audit

Committee. Following scrutiny by the Audit Committee, the report will be presented to Full Council in October.

4.5 Key Prudential and Treasury Indicators

- 4.6 During 2024/25 the Council complied with its legislative and regulatory requirements. The key actual Prudential and Treasury Indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

Prudential and Treasury Indicators	31.3.24 Actual £m	2024/25 Original Budget £m	31.3.25 Actual £m
Loans Capital Financing Requirement	28.732	39.964	35.772
Finance Lease Capital Financing Requirement	42.822		45.122
Total Capital Financing Requirement	71.554	39.964	80.894
Gross borrowing	8.000	8.000	14.000
Investments	24.548		36.410
Net borrowing / (Investments)	(16.192)		(22.410)

- 4.7 The Loans CFR includes CFR related to the activities of West Herts Crematorium (WHC) , following the consolidation of WHC balances in the single entity financial statements under the Lead Authority model. The breakdown of the loans CFR is as follows:

Loans CFR	31.3.24 Actual £m	31.3.25 Actual £m
Loans Capital Financing Requirement	28.732	30.372
West Herts Crematorium CFR		5.400
Total Capital Financing Requirement	28.732	35.772

- 4.8 The Finance Lease CFR relates to the lease of property in Wimbledon as part of an income strip deal. Accounting standards require this amount to be recalculated annually to reflect the indexation of lease payments as required in the lease. This recalculation increases the CFR related to the lease, but as an accounting adjustment it does not increase the actual amount of cash payable by the authority.

Details

- 5.1 The Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: “the management of the local authority’s investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks”.

- 5.2 The Council's 2024/25 Treasury Management Policy, as approved by Council on 20 February 2024, has the primary objectives of safeguarding the repayment of the principal and interest of its investments on time, and then ensuring adequate liquidity, with the investment return being the final objective.
- 5.3 This report provides the Committee with an overview of Treasury Management performance for 2024/25 including the actual prudential and treasury indicators as prescribed by the Prudential Code for Capital Finance (revised 2022) and the Treasury Management Code of Practice (revised 2022).
- 5.4 The Council has appointed treasury advisors to assist with our treasury management, Arlingclose Ltd.
- 5.5 The economic environment has a significant impact on treasury management activity and performance. Information on interest rates for investments and borrowing is contained in the main body of the report. In addition, a commentary on wider economic performance during 2024/25 has been provided by Arlingclose Ltd.
- 5.6 **The Council's Capital Expenditure and Financing**
- 5.6.1 The Council's capital expenditure plans are one of the key drivers of treasury management activity. The outputs of the capital expenditure plans are reflected in prudential indicators, which are designed to assist members' overview and confirm capital expenditure plans.
- 5.6.2 The Council undertakes capital expenditure on long term assets. These activities may either be:
- Financed immediately through the application of capital or revenue resources (capital receipts, capital grants, revenue contributions etc.), which has no resultant impact on the Council's borrowing need; or
 - If insufficient financing is available, or a decision is taken not to apply resources, the capital expenditure will give rise to a borrowing need.
- 5.6.3 The actual capital expenditure forms one of the required prudential indicators. The table below shows the actual capital expenditure and how this was financed.

	2023/24 Actual £m	2024/25 Original Budget £m	2024/25 Actual £m
Capital Expenditure	6.700	4.172	10.445
Financed in Year	(6.700)	(2.006)	(8.305)
Unfinanced Capital Expenditure	0.000	2.166	2.140

5.7 **The Council's Overall Borrowing Need**

- 5.7.1 The Council's underlying need to borrow for capital expenditure is termed the Capital Financing Requirement (CFR). This figure is a gauge of the Council's indebtedness. The CFR results from the capital activity of the Council and resources used to pay for the capital spend. It represents the cumulative unfinanced capital expenditure (see above table) which has not yet been paid for by revenue or other resources.

- 5.7.2 Part of the Council's treasury activities is to address the funding requirements for this borrowing need. Depending on the capital expenditure programme, the treasury service organises the Council's cash position to ensure that sufficient cash is available to meet the capital plans and cash flow requirements. This may be sourced through borrowing from external bodies, (such as the Government, through the Public Works Loan Board [PWLb], or the money markets), or utilising temporary cash resources within the Council.
- 5.7.3 The Council's underlying borrowing need (CFR) is not allowed to rise indefinitely. Statutory controls are in place to ensure that capital assets are broadly charged to revenue over the life of the asset. The Council is required to make an annual revenue charge, called the Minimum Revenue Provision (MRP), to reduce the CFR. This is effectively a repayment of the borrowing need. This differs from the treasury management arrangements which ensure that cash is available to meet capital commitments. External debt can also be borrowed or repaid at any time, but this does not change the CFR.
- 5.7.4 The total CFR can also be reduced by:
- the application of additional capital financing resources, (such as unapplied capital receipts); or
 - charging more than the statutory revenue charge (MRP) each year through a Voluntary Revenue Provision (VRP).
- 5.7.5 The Council's 2024/25 MRP Policy, (as required by DLUHC Guidance), was approved as part of the Treasury Management Strategy Report for 2024/25 on 20 February 2024.
- 5.7.6 The Council's CFR for the year is shown below and is a key prudential indicator.

Capital Financing Requirement	2023/24 Actual £m	2024/25 Original Budget £m	2024/25 Actual £m
Opening CFR relating to Capital programme	29.146	37.799	28.738
Add unfinanced Capital Expenditure (as above)	0.000	2.166	2.140
Add: CFR Consolidated for West Herts Crem			5.700
Opening CFR relating to Finance Leases	42.877		42.821
Adjustments to Finance Lease CFR under IFRS16	-		2.356
Less MRP	(0.469)	(0.374)	(0.781)
Total Closing CFR	71.554	39.591	80.974

Note 1: The CFR for 2023/24 has been restated following external audit. The CFR for 2024/25 may be subject to revision following the completion of the outstanding audits

- 5.7.7 The CFR includes finance leases on the balance sheet, which increase the Council's borrowing need. Although, no external borrowing is required against these schemes as a borrowing facility is included within the contract. The Council's acquisition of the headlease for three hospitality units in 2022/23 must be accounted for as a finance lease under proper accounting practices. Accounting standards require an annual remeasurement of the finance lease liability which takes into account the impact of inflationary changes resulting from

contractual conditions. This remeasurement affects the CFR but does not change the actual cash payments which are required under the lease.

5.8 Limits to Borrowing Activity

5.8.1 Borrowing activity is constrained by prudential indicators for gross borrowing and the CFR, and by the authorised limit.

5.8.2 In order to ensure that borrowing levels are prudent over the medium term and only for a capital purpose, the Council should ensure that its gross external borrowing does not, except in the short term, exceed the total of the capital financing requirement in the preceding year (2023/24) plus the estimates of any additional capital financing requirement for the current (2024/25) and next two financial years. This essentially means that the Council is not borrowing to support revenue expenditure. This indicator allowed the Council some flexibility to borrow in advance of its immediate capital needs in 2023/24. The table below highlights the Council's gross borrowing position against the CFR. The Council has complied with this prudential indicator.

Borrowing and the CFR	2023/24 Actual £m	2024/25 Original Budget £m	2024/25 Actual £m
Gross borrowing position	8.000	8.000	8.000
Loans CFR	29.123	39.964	30.797
Under funding of CFR (internal borrowing)	(21.123)	(31.964)	(22.797)

5.8.3 The gross borrowing table above excludes WHC CFR and WHC borrowing of £6m. Joint Committee members are liable for their share of the loan in the unlikely event that the crematorium cannot meet its obligations

5.8.4 The **authorised limit** is the “affordable borrowing limit” required by s3 of the Local Government Act 2003. Once this has been set, the Council does not have the power to borrow above this level without the agreement of Full Council. The table below demonstrates that during 2024/25 the Council has maintained gross borrowing within its authorised limit.

5.8.5 The **operational boundary** is the expected borrowing position of the Council during the year. Periods where the actual position is either below or over the boundary are acceptable subject to the authorised limit not being breached.

5.8.6 External borrowing is well below the operational boundary for external debt predominantly due to re-phasing of the capital programme during the year. The difference between the CFR and external borrowing is met by internal borrowing. This is the use of cash balances (arising from working capital, earmarked reserves and general balances) to finance the expenditure on a short-term basis.

5.9 Treasury Position as at 31 March 2025

5.9.1 The Council's treasury management debt and investment position is organised by the treasury management service in order to ensure adequate liquidity for revenue and capital activities, security for investments and to manage risks within all treasury management activities. Procedures and controls to achieve these objectives are well established both through member reporting detailed in the summary, and through officer activity detailed in the Council's Treasury Management Practices. At the end of 2024/25 the Council's treasury position (excluding borrowing by finance leases and non-treasury investments) was as follows:

Debt Portfolio	31.3.24 Principal	Rate/ Return	Average Life	31.3.25 Principal	Rate/ Return	Average Life
	£m	%	Years	£m	%	Years
Fixed rate financing:						
PWLB	8.000	2.41%	45.5	8.000	2.41%	44.5
Local Authorities*	0	-	-	6.000	5.49%	17.2
Total debt	8.000	2.41%	45.5	14.000	3.73%	35.7
Total Debt (Council)	8.000	2.41%	45.5	8.000	2.41%	44.5
CFR	29.123			30.797		
Over / (under) borrowing	(21.123)			(22.797)		
Total investments	24.192			36.812		
Net debt / (Investments)	(16.192)			(28.812)		

*This loan belongs to West Herts Crematorium. Crematorium balances have been consolidated within the Single Entity Financial Statements.

Investment Portfolio	31.3.24 Actual £m	31.3.24 Actual %	31.3.25 Actual £m	31.3.25 Actual %
Banks	1.192	5.50%	9.299	31.50%
Local and Police authorities	10	46.16%	14	47.42%
DMADF (H M Treasury)	10.47	48.33%	5.049	17.10%
Banks (WHC Balance)			1.176	3.98%
Total managed in house	21.662	89.55%	29.524	81.09%
Short Term Fixed Income	2.529	100.00%	5.001	72.63%
CCLA Public Sector Deposit Fund (WHC)	0	0.00%	1.885	27.37%
Total managed externally	2.529	10.45%	6.886	19%
Total Treasury Investments	24.191	100.00%	36.410	100.00%
Total Council Investments (Exc WHC)	24.191	100.00%	33.349	100.00%
Non-Treasury investments				
Loans to Joint Ventures	4.097	48.04%	4.035	47.77%

Other Long Term Loans	4.432	51.96%	4.412	52.23%
Total Non-Treasury Investments	8.529	100.00%	8.447	100.00%
Treasury investments	24.191	73.93%	36.410	81.17%
Non-Treasury investments	8.529	26.07%	8.447	18.83%
Total of All Investments	32.72	100.00%	44.857	100.00%

The maturity structure of the debt portfolio was as follows:

	31.3.24 Actual £m	2024/25 original upper limits %	31.3.25 Actual £m	31.3.25 Actual %
Within 50 years TRDC Loans WHC Loans	8.000 -	100%	8.000 6.000	100%

The maturity structure of the treasury investment portfolio was as follows:

	31.3.24 Actual £m	2024/25 Maximum £m	31.3.25 Actual £m
Longer than 1 year	0	10	0
Up to 1 year	24.191	n/a	36.410
Total	24.191		36.410

5.9.2 The Council also has commercial investments in property which are governed by the Investment Guidance issued by the Department for Levelling Up, Housing and Communities. The performance of the Property Investment Portfolio is overseen by the Shareholder and Commercial Ventures Panel. As such, it is not included in this report.

5.10 The Strategy for 2024/25 – Borrowing

5.10.1 When the Capital Strategy and Treasury Management Policy was set in January 2024, It was determined that should any borrowing be required during the year it would likely be on the basis of a cash need to borrow, and that any such borrowing would be taken at the short end of the market as this would avoid locking in long-term costs while interest rates were elevated, with the prospect of lower long-term rates on the horizon.

5.11 Borrowing Activity

5.11.1 During the year no new borrowing was undertaken.

5.11.2 The Council's current external borrowing portfolio is comprised of one loan of £8.000m from the Public Works Loan Board (PWLb). The loan is a long-term loan with repayment on maturity, reflecting the expectation that the Council will have a long-term borrowing requirement. The loan commenced in March 2019 and will run to September 2068 (44.5 years) at an annual interest rate of 2.41%.

5.11.3 Total interest payable for the year was £0.193m.

5.11.4 The Council has not borrowed more than, or in advance of its needs, purely to profit from the investment of the extra sums borrowed.

5.12 The Strategy for 2024/25 – Investments

5.12.1 In accordance with the CIPFA Prudential Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite.

5.12.2 During the year, investment returns decreased as central banks began to loosen monetary policy, recognising that the inflationary pressures seen through 2022/23 and 2023/24 had peaked. The Bank of England base rate was 5.25% on 1 April and moved down in stepped increases of 0.25% throughout 2024/25, reaching 4.50% by the end of the financial year.

5.12.3 These rates are high relative to the past decade meaning that short-term cash deposits and other Specified Investments (investments of less than a year in duration) have remained an attractive asset class when compared to bonds, equity, and property.

5.12.4 This has placed greater emphasis on proactive cashflow management and forecasting as cash balances (even relatively low values held for daily liquidity) are able to generate a significant contribution to the revenue budget through interest received.

5.13 Investment Activity

5.13.1 The Council's investment policy is governed by DLUHC investment guidance, which has been implemented in the annual investment strategy approved by the Council on 21 February 2023.

5.13.2 This policy sets out the approach for choosing investment counterparties and is based on credit ratings provided by the three main credit rating agencies, supplemented by additional market data, (such as rating outlooks, credit default swaps, bank share prices etc.).

5.13.3 Credit rating information is supplied by our treasury consultants, Arlingclose Ltd, on all counterparties that comply with the Council's criteria. Any counterparty failing to meet the criteria would be omitted from the counterparty (dealing) list. Any rating changes, rating watches (notification of a likely change), rating outlooks (notification of a possible longer term change) are provided to officers almost immediately after they occur and this information is considered before dealing.

5.13.4 There were no changes to the Council's counter party list during the year.

5.13.5 The policy also set out the following liquidity facilities/benchmarks to maintain:

- Authorised bank overdraft of £nil.
- Liquid short term deposits of at least £0.500m available with a week's notice.

5.13.6 The liquidity arrangements were adequate during the year.

5.13.7 The investment activity during the year conformed to the approved strategy.

5.13.8 The Council's cash balances comprise revenue and capital resources and cash flow monies. The Council's core cash resources comprised as follows:

Balance Sheet Resources	31.3.24 £m	31.3.25 £m
General Balances	4.532	4.409
Earmarked reserves	20.231	23.22
Provisions	1.805	1.818
Usable capital receipts	16.569	13.254
Total	43.137	42.701

Note: Values are taken from the unaudited 24/25 draft Statement of Accounts and may be subject to change following the conclusion of the external audit.

5.13.9 Investments held by the Council:

- The Council maintained an average balance of £35.413m of internally managed funds.
- The internally managed funds earned an average rate of return of 4.93%.
- The comparable performance indicator is the average 7-day Sterling Overnight Index Average (SONIA) rate, which was 4.90%.
- Total investment income from internally managed funds was £1.747m.
- Interest on loans to the Council's joint ventures was £0.328m

5.13.10 The Council keeps all internally managed treasury investments short term. There are no sums invested for greater than 364 days.

5.13.11 Investments held by fund managers:

The Council uses a Short Term Fixed Income fund managed by Royal London Asset Management (RLAM) to invest its longer term cash. The performance of the fund manager against the benchmark return was:

	Total Cash Invested at 31 March £m	Carrying Amount at 31 March £m	Investment (Drawdown) In Year	Unrealised Gains (Cumulative)	Income Received £m	Cash Return %	Total Return
2023/24	2.350	2.530	0	0.180	-	N/A	5.54%
2024/25	4.752	5.001	2.402	0.248	0.129	3.38%	5.18%

During the year the Council moved its investment from an accumulating share class to a distributing share class in order to benefit from income paid out from the fund.

5.13.12 These investments are held with a long-term view and performance is assessed over medium term horizon of three to five years.

Policy/Budget Reference and Implications

6.1 The recommendations in this report are within the Council's agreed policy and budgets.

Financial Implications

7.1 This report provides formal assurance on the Council's compliance with its Treasury Management Strategy during the year. The Director of Finance confirms that borrowing was only undertaken for a capital purpose and the statutory borrowing limit, (the authorised limit), was not breached. The financial implications are set out in the main body of the report and the impact of interest rates on investment income and borrowing costs have been reported through the financial monitoring report during the year.

Risk Implications

8.1 The Code of Practice on Treasury Management identifies eight key risks that are inherent in Treasury Management activity. The Council's Treasury Management Policy sets out the risks that it is seeking to manage:

1.	Liquidity Risk	That the Council may not have the cash it needs on a day to day basis to pay its bills.	This risk is managed through forecasting and the retention by the Council of an adequate working capital balance. In addition, through the Public Works Loan Board and other organisations, the Council is able to access short term borrowing, usually within 24 hours.
2.	Interest Rate Risk	That the costs and benefits expected do not materialise due to changes in interest rates.	This risk is managed through the placing of different types and maturities of investments, the forecasting and monitoring of the interest budget (with assistance from the Council's retained advisors).
3.	Exchange Rate Risk	That losses or gains are made due to fluctuations in the prices of currency.	The Council does not engage in any significant non-sterling transactions.
4.	Credit and Counterparty Risk	That the entity holding Council funds is unable to repay them when due.	This risk is managed through the maintenance of a list of authorised counterparties, with separate limits to ensure that the exposure to this risk is limited.
5.	Refinancing Risk	That the loans taken by the Council will become due for repayment and need	The timing of loan maturities and likely timing of externalisation of internal borrowing is monitored along with interest rate forecasts.

		replacing at a time when there is limited finance available or interest rates are significantly higher.	Officers ensure that due dates are monitored and seek advice from the Council's advisors about when to raise any finance needed.
6.	Legal and Regulatory Risk	That the Council operates outside its legal powers.	This risk is managed through the Council's training and development of Officers involved in Treasury Management, the independent oversight of Internal and External Audit, and the advice (for example on the contents of this strategy) taken from the Council's Treasury advisors.
7.	Fraud, Error and Corruption	The risk that losses will be caused by impropriety or incompetence.	This risk is managed through the controls in the Council's financial procedures. For example, the segregation of duties between those making investment decisions and those transferring funds.
8.	Market Risk	That the price of investments held fluctuates, principally in secondary markets.	The majority of the Council's investments are not traded, but where they are (e.g. Property investment portfolio) the main investments' value comes from the income they generate which is generally long term and secure.

Data Quality

Data sources:

Treasury Management System; KPI Monitoring to SSOB; TM Advisor reports.

Data checked by:

Robert Thurlow, Chief Accountant

Data rating: Tick

1	Poor	
2	Sufficient	
3	High	X

Background Papers

Capital Strategy and Treasury Management Strategy 2024/25 (published as part of the 2024/25 budget)

APPENDICES / ATTACHMENTS

Appendix 1 – External Context for Treasury Management (Provided by Arlingclose Ltd)

