

TOWN OF GAWLER POLICY



Policy Name:	Treasury Management
Classification:	Public – Council Policy
Adopted:	28 February 2023
Frequency of Review:	Annual (per resolution of Council)
Last Review:	February 2023
Next Review Due:	February 2024
Responsible Officer(s):	Executive Manager of Finance and Corporate Governance
Policy and Code of Practice Manual File Ref:	CC13/241
Council File Reference:	CR22/87745
Legislation Authority:	Local Government Act 1999
Related Policies and Codes:	N/A
Related Procedures:	N/A

1. INTRODUCTION

- 1.1 An explicit set of policies and procedures is a necessary tool for sound financial management providing the following benefits:
- (a) **Public accountability and transparency** – Policies and procedures publicly document the Council's position on which it will base its decisions. They demonstrate the Council's commitment to sound financial management and establish transparency for audit purposes;
 - (b) **Ensuring a considered approach** – The formal adoption of carefully documented policies and procedures helps ensure that the Council's position on each issue has been properly considered, having regard to alternative approaches and the wider policy and statutory context;
 - (c) **Consistency of decision making** – By adopting clear Council policies and procedures a consistent basis for decision-making over time is established. While the Council can make a decision contrary to its adopted policy, it needs a deliberate decision to do so which helps to ensure that proper consideration has been applied;

- (d) **Clear guidance for staff** – Explicit policies and procedures set out the required approach, responsibilities and processes for staff to properly administer the financial business of the Council in accordance with its wishes and consistent with statutory requirements and sound financial management practices. This in turn protects staff from allegations of financial mismanagement as long as the policies and procedures are followed.

2. PURPOSE

- 2.1 This policy provides clear direction to management, staff and Council in relation to the treasury function. It underpins Council's decision-making regarding the financing of its operations as documented in its annual budget and long-term financial plan and associated projected and actual cash flow receipts and outlays.
- 2.2 Council is committed to operating in a financially sustainable manner and maintains a Long-term Financial Plan (updated at least annually) to assist it to determine affordable service levels and revenue raising needs. This Plan also provides projections of future cash flow availability and needs.

3. POLICY OBJECTIVES

This Treasury Management Policy establishes a decision framework to ensure that:

- (a) funds are available as required to support approved outlays;
- (b) interest rate and other risks (e.g. liquidity and investment credit risks) are acknowledged and responsibly managed;
- (c) the net interest costs associated with borrowing and investing are reasonably likely to be minimised on average over the longer term.

4. POLICY STATEMENTS

4.1 Treasury Management Strategy

- 4.1.1 Council manages its finances holistically in accordance with its overall financial sustainability strategies and targets. This means Council will:
 - (a) maintain target ranges for its Net Financial Liabilities ratio;
 - (b) not retain and quarantine money for particular future purposes unless required by legislation or agreement with other parties;
 - (c) borrow funds in accordance with the requirements set out in its Long-term Financial Plan;
 - (d) apply any funds that are not immediately required to meet approved expenditure (including funds that are required to be expended for specific purposes but are not required to be kept in separate bank accounts) to reduce its level of borrowings or to defer and/or reduce the level of new borrowings that would otherwise be required.

4.2 Interest Rate Risk Exposures

- 4.2.1 Council will manage its loan borrowings portfolio in order to minimise net interest costs on average over the longer term and at the same time manage interest rate movement risks within acceptable limits.

4.2.2 Fixed Interest Rate Borrowings

- a) To ensure an adequate mix of interest rate exposures, Council will restructure its portfolio of borrowings, as old borrowings mature and new ones are raised, to progressively achieve and thereafter maintain on average in any year, not less than **25%** of its gross debt in the form of fixed interest rate borrowings.
- b) In order to spread its exposure to interest rate movements, Council will aim to have a variety of maturity dates on its fixed interest rate borrowings over the available maturity spectrum.
- c) In circumstances where Council needs to raise new fixed interest rate borrowings it will consider using medium to long- term borrowings (3 years or more duration) that:
 - have a fixed interest rate;
 - require interest payments only; and
 - allow the full amount of principal to be repaid (or rolled over) at maturity.

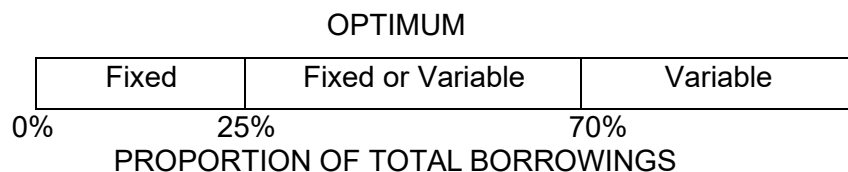
4.2.3 Variable Interest Rate Borrowings

- a) Council recognises that there is usually a significant margin between borrowing and investment rates and that significant savings can be generated by restructuring its portfolio of borrowings so that cash inflows that are surplus to immediate or short term needs can be applied in the first instance to reduce the level of borrowings that would otherwise be necessary. This is more readily and effectively achievable with variable interest rate borrowings.

Council will restructure its portfolio of borrowings, as old borrowings mature and new ones are raised, to progressively achieve, and then maintain not less than **30%** of its gross debt on average in any year in the form of variable interest rate borrowings.

- b) To minimise net interest costs Council will establish, and make extensive use of, a long-term variable interest rate borrowing facility (such as the Local Government Finance Authority (LGFA) Cash Advance Debenture facility) that requires interest payments only and that enables any amount of principal to be repaid or redrawn at call. The redraw facility will provide Council with access to liquidity when needed.

- 4.2.4 A policy of having at least 30% of borrowings (on average over a year) with a variable interest rate and at least 25% with a fixed interest rate can be represented diagrammatically as follows:



4.3 Investments

- 4.3.1 Council funds that are not immediately required for operational needs and cannot be applied to either reduce existing borrowings or avoid the raising of new borrowings will be invested. The balance of funds held in any operating bank account that does not provide investment returns at least consistent with 'at call' market rates shall be kept at a level that is no greater than is required to meet immediate working capital requirements.
- 4.3.2 Council funds available for investment will be lodged 'at call' or, having regard to differences in interest rates for fixed term investments of varying maturity dates, may be invested for a fixed term. In the case of fixed term investments the term should not exceed a point in time where the funds otherwise could be applied to cost-effectively either defer the need to raise a new borrowing or reduce the level of Council's variable interest rate borrowing facility.
- 4.3.3 When investing funds Council will select the investment type that delivers the best value, having regard to investment returns, transaction costs and other relevant and objectively quantifiable factors.
- 4.3.4 Council management may invest surplus funds in:
 - a) deposits with the LGFA; and/or
 - b) bank interest bearing deposits.

4.4 Net Financial Liabilities Ratio

- 4.4.1 Consistent with industry standards, Council will maintain its net financial liabilities ratio between **0-100%**, with aspirational targets of less than 75% by 30 June 2025 and less than 50% by 30 June 2027, consistent with Council's long term financial planning and desire to reduce debt.

4.5 Caveat on Policy Targets

The targets in this document for:

- a) Fixed Interest rate Borrowings (see 4.2.2)
- b) Variable Interest Rate Borrowings (see 4.2.3)
- c) Net Financial Liabilities Ratio (see 4.4.1)

are guidelines for the prudent management of Council's financial resources over time.

The targets may be temporarily exceeded where to do so is in the interest of the Council and its community.

Examples of such temporary situations are:

- a) Council receiving windfall funds (e.g. Federal Assistance Grants) that provide a temporary cash surplus that enables the repayment of variable interest rate borrowings for a period of time resulting in the ratio of variable interest rate borrowings as a proportion of borrowings falling below 30%.
- b) It may be appropriate in some circumstances to convert variable interest rate borrowings to fixed interest rate borrowings and for the 70% nominal upper limit on fixed interest rate borrowings to be temporarily exceeded, depending on the timing of new capital expenditure and the likely timing of new borrowing requirements.

- c) In periods of intense capital development or acquisition the level of borrowings may temporarily push the Net Financial Liabilities Ratio above 100%, with the only option to keep the ratio within the 0-100% target an increase in rates for a temporary situation. A rate increase solely for a temporary need to offset required borrowings is not an effective financial strategy and exceeding the Net Financial Liabilities target is a more appropriate option.

4.6 Reporting

At least once a year Council's Audit Committee shall receive a specific report regarding treasury management performance relative to this policy document. The report shall highlight:

- a) for each Council borrowing and investment - the quantum of funds, its interest rate and maturity date, and changes in the quantum since the previous report; and
- b) the proportion of fixed interest rate and variable interest rate borrowings at the end date of the reporting period.
- c) Council's Net Financial Liabilities Ratio compared to targets set out in Clause 4.4
- d) Where it becomes apparent that any of the targets set out in this policy are likely to not be met then the CEO must bring this to the attention of the Council and its Audit Committee promptly. In advising the Council and its Audit Committee of the likelihood of a target not being met the CEO should give advice on:
 - i. The reason or reasons why the target will not be met;
 - ii. The length of time that the target will not be met;
 - iii. Any potential action the Council can take to achieve the target; andWhether the target needs to be reviewed and reset

5. REVIEW AND EVALUATION

The effectiveness of this Policy will be reviewed on a triennial basis.

The Chief Executive Officer will report to Council on the outcome of the evaluation and if relevant make recommendations for amendments, alteration or substitution of a new Policy. The Policy will not be altered or substituted so as to affect a process already commenced.

6. FURTHER INFORMATION

Further information about this Policy can be obtained by:

Telephone: 8522 9211

Email: council@gawler.sa.gov.au

Appointment: Town of Gawler Administration Centre, 43 High Street, Gawler East

Letter: PO Box 130, Gawler SA 5118

7. AVAILABILITY OF POLICY

The Policy is available to be downloaded, free of charge, from Council's website at www.gawler.sa.gov.au.

A printed copy may be purchased on request from the Council's Administration Centre.