

# Treasury Management Benchmarking Club 2018

## IMPORTANT GENERAL GUIDANCE.

Guidance and definitions for this questionnaire can be found on the "Guidance" sheet. Please read this before completing the questionnaire.

Throughout the questionnaire, you can link to the associated definitions and guidance by clicking on the 'Go to Guidance' link in the top right corner of each section. To return to the questionnaire please click on the 'Questionnaire' tab at the bottom of the window.

In order to try and reduce the problem we have of identifying zeros from missing data, this year we have entered '..' in all data entry cells and you will notice that formulae e.g. totals and carry-forwards all show '..' before any data is entered. Only by overwriting all of the '..' in a table will the total be generated so please do not leave any cells as they are. If the genuine figure is zero then please replace '..' with 0. If the figure is not known/not available, please replace the '..' with na.

Please do not enter any comments or data outside the cells provided or within the return email, as these are processed automatically and your comment will not be seen. If you wish to make any comments, please enter these in the boxes below. Change of contact details should be e-mailed separately to Benchmarking@cipfa.org.

## COMMENTS

Please include here any thoughts regarding difficulties completing the questionnaire or other general points about your service that you feel would be of interest to other members. Please **do not** use these cells to update contact information.


Example

## 1. SERVICE DELIVERY

### Service Structure

[Go to Guidance -->](#)

Please read the guidance notes on this section

To what extent is your Treasury Management function outsourced during the period being benchmarked and what percentage of the function was delivered by each method?

**(a) IN-HOUSE delivery**

-- select --

% Delivered

**(b) OUTSOURCED to a Shared Services Arrangement (SSA)**

*(with other LA's and/or with other public sector organisations)*

-- select --

% Delivered

**(c) OUTSOURCED to an External Contractor**

*(incl. legal entities partly/wholly owned by your organisation)*

-- select --

% Delivered

**Total (a) + (b) + (c) % Delivered should be 100%**

% Delivered

0.0%

**(d) Comments regarding your service delivery (including names of partners / contractors if applicable)**

## 2. CONTEXT

### (a) Turnover

[Go to Guidance -->](#)

2017/18 est.

Budget Requirement (autofilled - please overwrite if necessary)

HRA Budget Requirement

Gross Capital Expenditure

Total

£'m

..
..
..
..

(b) Capital Financing Requirement

[Go to Guidance -->](#)

	01/04/2017 £'m	01/04/2018 £'m
General Fund	..	..
HRA	..	..
Total	..	..

(c) Internal Financing

	01/04/2017 £'m	01/04/2018 £'m
General Fund	..	..
HRA	..	..
Total	..	..

### 3. TREASURY MANAGEMENT SECTION

Direct Costs of Treasury Management

[Go to Guidance -->](#)

2017/18 actuals £'k

	Treasury MGT Section [1]	Less Non-Treasury MGT Work [2]	Core Treasury MGT Work [3]=[1]-[2]
<b>Direct Costs</b>			
Staff	..	..	..
Fund Managers	..	..	..
Brokerage	..	..	..
Consultants	..	..	..
Annual cost of maintaining credit rating	..	..	..
Data services	..	..	..
Other running costs	..	..	..
<b>Total Direct Costs</b>	..	..	..
<b>Indirect Costs</b>			
Accommodation	..	..	..
IT	..	..	..
Other Central Charges	..	..	..
<b>Total Indirect Costs</b>	..	..	..
<b>Outsourced Costs</b>	..	..	..
<b>Total Costs</b>	..	..	..
<b>FTE Staff</b>	..	..	..
<b>Staff cost/FTE</b>	na	na	na

## 4. INVESTMENTS

(a) Investments at 31/3/2017

[Go to Guidance -->](#)

Please show the principal/cost of your investments included in your authority balance sheet.

**(based on term at time of original investment)**

	As per investment tabs	At 31/3/2017 £'m
Cash - up to 30 days	£0.00m	..
Cash - between 31 and 90 days	£0.00m	..
Cash - between 91 and 364 days	£0.00m	..
Cash - between 1 and 3 years	£0.00m	..
<u>Cash - over 3 years</u>	£0.00m	..
Notice Accounts	£0.00m	..
DMADF	£0.00m	..
MMF - Constant Net Asset Value	£0.00m	..
MMF - Variable Net Asset Value	£0.00m	..
Callable & Structured Products	£0.00m	..
CDs/Gilts/Bonds	£0.00m	..
External Investments	£0.00m	..
<b>Sub Total</b>	£0.00m	..
Other investments not accounted for in investment tabs		..
Impaired Investments		..
<b>Total Investments</b>		..
CCLA Property Funds	£0.00m	..
<b>Total Combined Investments</b>		..

(b) Investments at 31/3/2018

[Go to Guidance -->](#)

Please show the principal/cost of your investments included in your authority balance sheet.

**(based on term at time of original investment)**

	As per investment tabs	At 31/3/2018 £'m
Cash - up to 30 days	£0.00m	..
Cash - between 31 and 90 days	£0.00m	..
Cash - between 91 and 364 days	£0.00m	..
Cash - between 1 and 3 years	£0.00m	..
<u>Cash - over 3 years</u>	£0.00m	..
Notice Accounts	£0.00m	..
DMADF	£0.00m	..
MMF - Constant Net Asset Value	£0.00m	..
MMF - Variable Net Asset Value	£0.00m	..
Callable & Structured Products	£0.00m	..
CDs/Gilts/Bonds	£0.00m	..
External Investments	£0.00m	..
<b>Sub Total</b>	£0.00m	..
Other investments not accounted for in investment tabs		..
Impaired Investments		..
<b>Total Investments</b>		..
CCLA Property Funds	£0.00m	..
<b>Total Combined Investments</b>		..

Please give details of other investment types that are not included in the detailed investment tabs. CIPFA will review comments in this cell and decide whether to amend the questionnaire for these in 2018/19.

## 5. BORROWINGS

### (a) Borrowing Analysis

[Go to Guidance -->](#)

Please show the principal/cost of your borrowings included in your authority balance sheet.

		31/03/2017 £'m	31/03/2018 £'m
Short-term variable Rate		..	..
Short-term fixed		..	..
<b>Total Short-Term Debt</b>		..	..
Long-term variable Rate		a ..	..
Long-term fixed including LOBOs	< 1 year	..	..
	1-5 years	..	..
	5-10 years	..	..
	<u>10-20 years</u>	..	..
	<u>20-30 years</u>	..	..
	<u>30-40 years</u>	..	..
	40+ years	..	..
Total long-term Fixed		b ..	..
<b>Total Long-Term Debt</b>		(a+b) ..	..
<b>Grand Total</b>		..	..

### (b) Long Term Fixed Debt By Type

	31/03/2017 £'m	31/03/2018 £'m
<u>PWLB</u>	..	..
<u>LOBO</u>	..	..
<u>Other LAs</u>	..	..
<u>All Other</u>	..	..
<b>Total Long Term Fixed Debt</b>	..	..

## 6. OVERALL POSITION

(a) Investments - 2017/18		Go to Guidance -->		
As in investment sheets:		Average Balance £'m	Interest Earned £'k	Implied Interest Rate
Variable Rate		£0.0m	£0.0k	
Short-term Fixed		£0.0m	£0.0k	
Long-term Fixed		£0.0m	£0.0k	
Externally Managed		£0.0m	£0.0k	
Total		£0.0m	£0.0k	
CCLA Property Fund		£0.0m	£0.0k	
<p><i>This table will autocomplete if you complete the investment tabs, please over-write if you disagree with the figures.</i></p>		Average Balance	Interest Earned	Implied Interest
Variable Rate		£0.00m	£0.00k	
Short-term fixed		£0.00m	£0.00k	
Long-term fixed		£0.00m	£0.00k	
Externally Managed		£0.00m	£0.00k	
<b>Total</b>		£0.00m	£0.00k	
CCLA Property Funds		£0.00m	£0.00k	
Please describe, if you have altered the above figures:				
<input type="text"/>				

(b) Borrowings - 2017/18		Go to Guidance -->		
		Average Balance £'m	Interest Paid £'k	Implied Interest Rate
Short-term variable rate		..	..	
Long-term variable rate		..	..	
Short-term fixed		..	..	
Long-term fixed		..	..	
LOBO		..	..	
<b>Total</b>		..	..	

## 7. STAFF

(a) Staff turnover	
<u><i>This section will be included in the main report in 2017-18.</i></u>	
Staff on 31st March 2017 (F.T.E.)	FTE staff
Joining Treasury Management section (open 1st April 2017)	..
Leaving Treasury Management section (closing 31st March 2018)	..
Staff on 31st March 2018 (F.T.E.)	..

## 8. TEXT QUESTIONS

### (a) Investments

[Go to Guidance -->](#)

(i) Have there been any major changes in your lending criteria/limit in 2017/18? Include lending to unrated institutions, internal operational limits & liquidity limits.

(ii) Are you planning any major changes in your lending criteria/limits for 2018/19?

(iii) Have you used any new products to achieve higher returns? If so what and how successful were they?

### (b) Borrowings

[Go to Guidance -->](#)

(i) Have there been any major changes in your borrowing strategy in the last 12 months?

(ii) Are you planning any major changes to your borrowing strategy for 2018/19?