

Treasury Management Policy

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Section / Dept:	Finance
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Related policies:	Ethical Conduct Policy: Bribery, Fraud, Gifts, Hospitality & Conflict of Interest; Ethical Investment Policy
Policy history:	Previous Version approved by Council 9 October 2014

Version History

Version	Author	Revisions Made	Date
1	R Anderson	First Draft	Sep 13
2	R Anderson	First Draft	Sep 14
3	R Anderson	First Draft	Sep 17
3.1	R Anderson	Refs to spinout companies and subsidiary companies removed	Jan 18

Approval History

Equality Analysis

Version	Reviewed by	Comments	Date
1			
2	Jo McCarthy-Holland	Limited equality impact confirmed	24/9/14

Committee Sign Off

Version	Committee Name	Date of Sign Off
1	Finance Committee	26.9.13
1	Council	10.10.13
2	Finance Committee	26.9.14
2	Council	9.10.14
3	Finance Committee	28.09.17
3	Council	09.10.17

3.1	Finance Committee – spinout / subsidiary company changes noted	18.1.18
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1	Introduction
	Effective treasury management will support the University in achieving its strategic and operational objectives.
1.1	Purpose
1.1.1	The purpose of this policy is to set out how the University will manage its treasury management activities in order to control the associated risks and optimise performance consistent with those risks.
1.2	Scope
1.2.1	The policy applies to members of the University Council, Finance Committee, the Chief Financial Officer and members of the Finance Team. The core principles and the specific requirements of section 2.10 below apply also to the members of the Research Park Board and to the directors of subsidiary companies.
1.3	Equality Analysis
1.3.1	An equality analysis has been carried out and this has determined that no protected groups will suffer adverse consequences as a result of this policy.
1.4	Definitions
1.4.1	Treasury management activities - The management of the University'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 (CIPFA Treasury Management Code, 2011 Edition). Credit and counterparty risk - the risk of failure by a third party to meet its contractual obligations to the institution, particularly as a result of the third party's diminished creditworthiness, and the resulting detrimental effect on the institution's capital or revenue resources. Refinancing risk - the risk that maturing borrowings cannot be refinanced on terms that reflect the provisions made by the institution for those refinancings, both capital and revenue, and/or that the terms are inconsistent with prevailing market conditions at the time. *Investments in this context includes endowment fund investments but excludes investments made under the commercialisation agenda and investments in subsidiary companies.
1.5	Legislative context
1.5.1	The University follows the key recommendations of CIPFA's Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The University's powers to borrow and invest monies and undertake related transactions are defined in its Charter, Statutes and Ordinances. An agreed Scheme of Delegation

	<p>sets out which powers which are reserved to Council and which are delegated and to whom.</p> <p>The University is required to comply with the terms of the Memorandum of Assurance and Accountability between HEFCE and institutions, including specific terms relating to financial commitments.</p> <p>http://www.hefce.ac.uk/pubs/year/2017/201708/</p>
1.6	Health & Safety Implications
1.6.1	N/A
2	Policy – Principles and Procedures
2.1	<p>Risk Management</p> <p>The Chief Financial Officer will establish, implement and monitor arrangements for the identification, management and control of treasury management risk. He/she will report at least annually on the adequacy/suitability of the arrangements and, as a matter of urgency, any actual or likely difficulty in achieving the University’s objectives in this respect. The arrangements, which seek to ensure effective management of key treasury risks, are set out below:-</p> <p>a) <u>Liquidity Risk Management</u></p> <p>The University will ensure that it has sufficient cash and available facilities to meet its liabilities as they fall due with a sufficient margin to meet unexpected expenditure that may arise from time to time.</p> <p>The University will keep within any agreed overdraft limits (£nil at 1 October 2017).</p> <p>b) <u>Interest Rate Risk Management</u></p> <p>The University will use hedging instruments (standalone derivatives or embedded fixed rate loans) to manage its exposure to fluctuations in interest rates.</p> <p>To assist in achieving relative stability and certainty of costs, the University will hedge a minimum of 70% of its outstanding bank term debt. To minimise the impact on <u>net</u> interest costs, in the event that interest rates are lower than expected, the University will allow its cash balances to act as a natural hedge against a proportion of its bank debt.</p> <p>Prior to the undertaking of any new borrowing, the Chief Financial Officer will prepare a report, for approval by the Finance Committee, with recommendations for managing the exposure resulting from that new borrowing.</p> <p>Revolving credit facilities will normally remain subject to variable interest rates. However, consideration may be given on a case-by-case basis to hedging an</p>

element of the facilities dependent on the value and profile of the expected drawn balance.

c) Exchange Rate Risk Management

The University will not expose itself to unnecessary or speculative exchange rate risk.

The University will maintain accounts in Euros and US Dollars as significant levels of both receipts and payments are made in these currencies. The Chief Financial Officer has authority to approve additional foreign currency accounts if appropriate.

The University will retain funds in these currencies only to the extent that payments are due to be made in these currencies. Currency receipts surplus to this will be transferred into sterling at the best rate available promptly following receipt.

The University is exposed to exchange rate fluctuations in respect of research project income to the extent that bids are submitted and awards made in foreign currencies. The most significant source of such income is the EU Commission. Due to uncertainties over timing of cash receipts from the EU, the University will not normally arrange hedging for its foreign currency transactions. In exceptional circumstances, the Chief Financial Officer may approve hedging arrangements on a case by case basis.

The University will seek to reduce the risk arising from adverse exchange rate movements by mandating the use of an institutional bid rate for foreign currency research projects. This will be set at an agreed margin above the 12 month forecast rate given by financial institutions. All project budgets for foreign currency awards will be fixed in sterling using the prevailing bid rate at the start of the project. All gains and losses incurred on foreign currency transactions will be credited / charged to a central finance budget.

The Chief Financial Officer will maintain a list of approved foreign exchange brokers.

d) Credit and Counterparty Risk Management (Investments / Cash Deposits)

In any decisions over cash deposits, the security of cash deposited must take precedence. However, the complete avoidance of risk is neither appropriate nor possible. To assist in achieving an appropriate balance between risk and return, the University will maintain a Schedule of Short Term Investment Criteria, to include:-

- Approved Counterparties, Credit Limits and Maximum Term for Deposits
- Approved Investment Instruments

The list of approved counterparties will be based on minimum credit ratings from at least two out of three of the main credit rating agencies (Standard and Poors, Moodys and Fitch).

All amendments to the Schedule must be approved by Finance Committee.

Finance Committee has the authority to specifically approve for inclusion on the list counterparties that are rated below the minimum or are non-rated, where they consider it appropriate to do so.

Where the University has placed funds on fixed term deposit and circumstances change such that there is a rating agency downgrade or the University receives advice regarding the counterparty's creditworthiness, no further funds will be deposited with that counterparty. Existing deposits will be allowed to mature unless the change indicates a fundamental deterioration in the institution's financial position to the extent that the security of the deposit is considered at risk. In such circumstances, the Chief Financial Officer will seek the early return of the deposit and will attempt to minimise the breakage costs of the early return.

e) Credit and Counterparty Risk Management (Borrowings)

The University may borrow from banks, other financial institutions and the bond markets.

Loan facilities will only be arranged with organisations that are judged to have sufficient financial strength to ensure that the funds committed under the facilities will be available as and when they are required by the University in accordance with the terms of the loan arrangement.

f) Refinancing Risk Management

The University will seek to eliminate refinancing risk by borrowing long term and only in respect of projects where there is a robust business plan which will generate sufficient cash surpluses to cover the borrowing costs (revenue and capital) over the life of the project.

To the extent this is not possible, the University will ensure that its financing arrangements are structured with a view to obtaining competitive and favourable offer terms for renewal or refinancing, if required.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over reliance on any one source of funding if this might jeopardise achievement of the above.

g) Covenant Breach Risk Management

The University recognises the risk that failure to meet terms set by lenders may lead to default of loan(s) and the resulting withdrawal of credit facilities. Moreover, it recognises that default on any individual loan is likely to trigger the cross-default clauses in other loan agreements with the same and other lenders.

The University benefits from "covenant light" loan agreements. It will seek to minimise the risk of covenant breach by ensuring, where possible, that any new financing arrangements do not contain more onerous financial covenants than existing loan agreements.

The University will monitor and report on loan covenant compliance on a regular basis appropriate to the risk.

g) Legal and Regulatory Risk Management

The University will ensure that it does not breach its constitutional and statutory powers and regulatory requirements. It will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may enter into with the University.

In so far as it is reasonably able to do so, the University will seek to minimise the risk of future legislative or regulatory changes impacting adversely on the organisation.

h) Fraud, Error and Corruption, and Contingency Management

The University will ensure that it identifies the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. It will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

The University will maintain cover under an Employee and Third Party insurance policy against direct financial loss caused by crime.

i) Market Risk Management

The University will seek to ensure that its treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

Where monies are to be held for the long term, the University will invest for capital growth and seek to manage the risk of adverse market fluctuations in the value of the principal sums invested through diversification. This will generally be achieved

	<p>through investment in a balanced portfolio managed by professional external investment managers.</p> <p>Long term investments, where the value of the principal is subject to market fluctuations, will generally be restricted to permanent endowment funds and any significant expendable endowment funds where the expectation is that the principal will be held for the long term. Long term investment of non-endowment monies is subject to Finance Committee approval.</p>
2.2	<p>Value for Money and Performance Management</p> <p>The University is committed to the pursuit of value for money. Its treasury management activities will be subject to regular examination of alternative methods of service delivery and of the scope for other potential improvements within the limitations of the resources available.</p> <p>Performance will be measured as follows:-</p> <ul style="list-style-type: none"> • Cash deposits: the average rate of return will be measured on an annual basis against the rate included within the annual treasury management strategy and plan. This target rate will reflect market conditions, but is generally expected to be a minimum of 3 month LIBOR. <p>Long term investments: against a benchmark agreed with the investment managers, corresponding to the University's risk profile.</p>
2.3	<p>Cash and Cash Flow Management</p> <p>Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the University will be under the control of the Chief Financial Officer, and will be aggregated for cash flow and investment management purposes.</p> <p>The University will maintain an effective cash flow forecasting and monitoring system in order to:</p> <ul style="list-style-type: none"> • support it in meeting its medium term capital requirements; • identify short term liquidity needs; and • assist the University in maximising its investment return by identifying when surplus cash can be placed on fixed term deposit.
2.4	<p>Decision-Making and Analysis</p> <p>The University will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes</p>

	<p>of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time.</p> <p>In respect of borrowing and other funding decisions, the University will:</p> <ul style="list-style-type: none"> • have due regard to its constitutional powers and any relevant statutory and regulatory requirements; • evaluate the economic and market factors that might influence the manner and timing of any decision to fund; • consider the merits and demerits of alternative forms of funding; • consider the alternative interest rate bases available and the most appropriate means of minimising interest rate exposure, the most appropriate periods to fund and repayment profiles to use and, if relevant, the opportunities for foreign currency funding; and • consider the ongoing revenue liabilities created, and the implications for the University's future plans and budgets.
<p>2.5</p>	<p>Organisation, Clarity and Segregation of Responsibilities, and Dealing Arrangements</p> <p>The University will ensure that its treasury management activities are structured and managed in a clear and fully integrated manner, with appropriate segregation of duties, in order to reduce the risk of fraud or error and to optimise performance.</p> <p>The Chief Financial Officer will ensure that there are clear written statements of the responsibilities of each post engaged in treasury management and the arrangements for absence cover.</p> <p>The responsibilities of key parties with regard to treasury management are as follows:</p> <p>Council</p> <ul style="list-style-type: none"> • to approve proposals for new borrowings; • to approve the Treasury Management Policy and any amendments thereto. <p>Finance Committee</p> <ul style="list-style-type: none"> • to consider and recommend to Council any changes to the Treasury Management Policy; • to approve Criteria for Short Term Investments (including counterparties, credit limits, maximum term for deposits and approved investment instruments); • to consider proposals for new borrowings and to recommend such proposals to Council for approval; • to approve hedging arrangements; <p>Chief Financial Officer</p>

	<ul style="list-style-type: none"> • to submit appropriate regular and ad-hoc treasury management reports to Finance Committee and Council; • to ensure the adequacy of treasury management resources and skills, and the effective division of treasury management responsibilities within the Finance function; • to ensure that procedures relating to the treasury function are fully documented, reviewed on an annual basis, and revised where appropriate; and • to appoint external service providers. <p>Head of Financial Accounting</p> <ul style="list-style-type: none"> • to administer treasury management policies on a day-to-day basis, adhering to agreed policies and procedures; • to execute transactions; and • to maintain treasury management records.
<p>2.6</p>	<p>Staff Training and Qualifications</p> <p>The University recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills.</p> <p>The Chief Financial Officer will ensure that Council and Finance Committee members have access to training relevant to their needs and responsibilities.</p>
<p>2.7</p>	<p>Use of External Service Providers</p> <p>The University recognises that responsibility for treasury management decisions remains with the University at all times.</p> <p>Where external providers of treasury management services are used in order to acquire access to specialist skills and resources, the University's standard tendering process will be followed and value for money assessed taking into account all relevant factors including the cost, quality, reliability and scope of service.</p>
<p>2.8</p>	<p>Reporting Requirements and Management Information Arrangements</p> <p><u>Reports to Council</u></p> <p>Council will receive an annual report covering:-</p> <ul style="list-style-type: none"> • the performance of the treasury management function in the previous 12 months, including the reasons for, and the effects of any changes to, the strategy set at the beginning of the year; and • the strategy and plan to be pursued in the coming year.

	<p><u>Reports to Finance Committee</u></p> <p>In addition to the annual report received by Council, Finance Committee will receive:-</p> <ul style="list-style-type: none"> • Regular cash flow information; • Ad-hoc reports to support any proposed changes to the short term investment criteria or hedging arrangements <p>In addition to the above, Council and Finance Committee will receive appropriately detailed reports to support any proposed new borrowings or other significant treasury management decisions.</p> <p>The Chief Financial Officer will, upon identification of any treasury management event that is likely to have a materially adverse effect on the finances or operations of the University (including any breach or potential breach of financial covenants with lenders), report this promptly to the President & Vice Chancellor and to the Treasurer.</p>
2.9	<p>Money Laundering</p> <p>The University is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and reporting suspicions, and will ensure that staff involved in this area are properly trained.</p>
2.10	<p>Research Park and Subsidiary Companies</p> <p>Research Park balances may be aggregated with those of the University for investment purposes. Subsidiary company balances may be aggregated with those of the University where this is explicitly agreed by the boards of the subsidiary companies.</p> <p>Research Park borrowing requirements will be met by an internal loan from the University. To the extent that the University is unable to meet those requirements from its own cash flow, any external borrowings will be in the University's name, as the relevant legal entity.</p> <p>Similarly, any subsidiary company borrowing requirements will normally be met by an internal loan from the University. The terms and conditions of any such loan require approval by the University Finance Committee.</p>
3	<p>Governance & Directory Requirements</p>
3.1	<p>Responsibility</p>
3.1.1	<p>The Chief Financial Officer has overall responsibility for this policy.</p>

	The Deputy Director, Corporate Finance, has responsibility for ensuring it is effectively implemented, progress monitored and that the policy is regularly reviewed.
3.2	Implementation / Communication Plan
3.2.1	This policy will be communicated via the University's Corporate Policies website and directly to those named in Section 1.2 above.
3.3	Exceptions to this Policy
3.3.1	Any exceptions to this policy require Finance Committee approval.
3.4	Supporting documentation
3.4.1	Schedule of short term investment criteria