2014/15 Treasury Management Activity Report

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Purpose of Report

1. To review the treasury management activity and the performance against the Prudential Indicators for the 2014/15 financial year as prescribed by the revised CIPFA Code of Practice and in accordance with the Council's Treasury Strategy and Annual Investment Policy and Treasury Management Practices.

Recommendations

2. The Audit Committee are asked to:
   - Note the Treasury Management Activity for the 2014/15 financial year;
   - Note the position of the individual prudential indicators for the 2014/15 financial year;
   - Note the outlook for the investment performance in 2015/16
   - Recommend the 2014/15 Treasury Management Activity Report to full Council

Background

3. The Council's treasury management activity is underpinned by CIPFA's Code of Practice on Treasury Management ("the Code"), which requires local authorities to produce annually Prudential Indicators and a Treasury Management Strategy Statement on the likely financing and investment activity. The Code also recommends that members are informed of treasury management activities at least twice a year. The Council reports six monthly to Full Council against the strategy approved for the year. The scrutiny of treasury management policy, strategy and activity is delegated to the Audit Committee.

4. Treasury management in this context is defined as:
   "The management of the local authority's cash flows, its borrowings and its investments, the management of the associated risks, and the pursuit of the optimum performance or return consistent with those risks".

5. The Authority has invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Authority's treasury management strategy.

6. Overall responsibility for treasury management remains with the Council. No treasury management activity is without risk; the effective identification and management of risk are integral to the Council's treasury management objectives.

Summary of Investment Strategy for 2014/15

7. The Council's strategy for investments was based upon minimising risk and safeguarding the capital sum. This was maintained by following the Authority's

counterparty policy as set out in its Treasury Management Strategy Statement for 2014/15 which defined “high credit quality” organisations as those having a long-term credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher.

8. Investments were not restricted to bank and building society deposits and investments were also made with public and private sector organisations that met the credit rating criteria.

9. In addition, the Authority has £4m invested with organisations and pooled funds without credit ratings, these include Payden and CCLA (Property fund) following external assessment and advice from the Authority’s treasury management adviser, Arlingclose.

10. The Treasury Management Strategy Statement and Annual Investment Policy were both approved by Council on 13th March 2014.

Credit developments and credit risk management

11. The Authority assessed and monitored counterparty credit quality with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country’s net debt as a percentage of GDP and share price. The minimum long-term counterparty credit rating determined by the Authority for the 2014/15 treasury strategy was A- across rating agencies Fitch, S&P and Moody’s.

12. The European Parliament approved the EU Bank Recovery and Resolution Directive (BRRD) on April 15, 2014. Taking the view that potential extraordinary government support available to banks' senior unsecured bondholders will likely diminish, over 2014-15 Moody’s revised the Outlook of several UK and EU banks from Stable to Negative (note, this is not the same as a rating review negative) and S&P placed the ratings of UK and German banks on Credit Watch with negative implications, following these countries’ early adoption of the bail-in regime in the BRRD.

13. The Bank of England published its approach to bank resolution which gave an indication of how the reduction of a failing bank’s liabilities might work in practice. The Bank of England will act if, in its opinion, a bank is failing, or is likely to fail, and there is not likely to be a successful private sector solution such as a takeover or share issue; a bank does not need to be technically insolvent (with liabilities exceeding assets) before regulatory intervention such as a bail-in takes place.

14. The combined effect of the BRRD and the UK’s Deposit Guarantee Scheme Directive (DGSD) is to promote deposits of individuals and SMEs above those of public authorities, large corporates and financial institutions. Other EU countries, and eventually all other developed countries, are expected to adopt similar approaches in due course.

15. In December the Bank’s Prudential Regulation Authority (PRA) stress tested eight UK financial institutions to assess their resilience to a very severe housing market shock and to a sharp rise in interest rates and address the risks to the UK’s financial stability. Institutions which ‘passed’ the tests but would be at risk in the event of a ‘severe economic downturn’ were Lloyds Banking Group and Royal Bank of Scotland. Lloyds Banking Group, [whose constituent banks are on the Authority’s lending list], is taking measures to augment capital and the PRA does not require the

group to submit a revised capital plan. RBS, which is not on the Authority's lending list for investments, has updated plans to issue additional Tier 1 capital. The Co-operative Bank failed the test.

16. The European Central Bank also published the results of the Asset Quality Review (AQR) and stress tests, based on December 2013 data. 25 European banks failed the test, falling short of the required threshold capital by approximately €25bn (£20bn) in total – none of the failed banks featured on the Authority's lending list.

17. In October following sharp movements in market signals driven by deteriorating global growth prospects, especially in the Eurozone, Arlingclose advised a reduction in investment duration limits for unsecured bank and building society investments to counter the risk of another full-blown Eurozone crisis. Durations for new unsecured investments with banks and building societies which were previously reduced. Duration for new unsecured investments with some UK institutions was further reduced to 100 days in February 2015.

18. The outlawing of bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits rose relative to other investment options. The Authority therefore increasingly favoured secured investment options or diversified alternatives such as covered bonds, non-bank investments and pooled funds over unsecured bank and building society deposits

Interest Rates 2014/15

19. The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. The average 3-month LIBID rate during 2014/15 was 0.50%, the 6-month LIBID rate averaged 0.67% and the 1-year LIBID rate averaged 0.95%. The low rates of return on the Authority's short-dated money market investments reflect prevailing market conditions and the Authority's objective of optimising returns commensurate with the principles of security and liquidity.

20. Our advisors are forecasting that the outlook is for official interest rates to remain at 0.5% until June 2016, as shown below:

	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17	Sep-17	Dec-17	Mar-18	Jun-18	Sep-18	Average
Official Bank Rate														
Upside risk			0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.32
Arlingclose Central Case	0.50	0.50	0.50	0.75	0.75	1.00	1.00	1.25	1.25	1.50	1.50	1.75	1.75	1.08
Downside risk				-0.25	-0.25	-0.50	-0.50	-0.75	-0.75	-1.00	-1.00	-1.00	-1.00	-0.70

Investment Portfolio

21. The table below shows the Council's portfolio of investments at the start and end of the 2014/15 financial year;

	Value of Investments at 01.04.14 £	Value of Investments at 31.03.15 £	Fixed/ Variable Rate
Investments advised by Arlingclose			

Money Market Fund (Variable Net Asset Value)	997,565	1,001,247	Variable
Property Fund	3,052,479	3,363,303	Variable
Total	**4,050,044**	**4,364,550**	
Internal Investments			
Certificates of Deposit	6,519,416	4,512,371	Fixed
Corporate Bonds	8,127,004	11,271,639	Fixed
Floating Rate Notes (FRNs)	3,006,315	9,972,584	Variable
Short Term Deposits (Banks)	9,000,000	7,500,000	Variable
Short Term Deposits (Other LAs)	5,000,000	8,000,000	Variable
Money Market Funds (Constant Net Asset Value) & Business Reserve Accounts	7,690,000	3,720,000	Variable
Total	**39,342,735**	**44,976,594**	
TOTAL INVESTMENTS	**43,392,779**	**49,341,144**	

Returns for 2013/14

22. The returns to 31st March 2015 are shown in the table below:

	Actual Income £'000	% Rate of Return
Investments advised by Arlingclose		
Payden Money Market Fund (VNAV)	9	
Property Fund (CCLA)	166	
Total	**175**	**4.31%**
Internal Investments		
Certificates of Deposit (CD's)	62	
Corporate Bonds	130	
Floating Rate Notes (FRNs)	29	
Fixed Term Deposits	157	
Money Market Funds (CNAV) & Business Reserve Accounts	28	
Total	**406**	**0.92%**
Other Interest		
Miscellaneous Loans	6	
Total	**6**	
TOTAL INCOME TO 31st MARCH 2014	**587**	**1.45%**
BUDGETED INCOME	**340**	
SURPLUS	**247**	

23. The table above shows investment income for the year compared to the budget. The figures show a surplus over budget of £247,000, however this has been moved to a

Treasury Management reserve to help support the Treasury Management income budget in the future should the property fund not perform as budgeted.

24. The outturn position is affected by both the amount of cash we have available to invest and the interest base rate set by the Bank of England. Balances are affected by the timing of capital expenditure and the collection of council tax and business rates.

25. The original Treasury Management budget of £340,340 was derived by forecasting an average rate of return of 0.65%. The actual interest rate received for the year was 1.45%, This was enhanced due to the performance of the Property Fund.

Investments

26. Security of capital has remained the Council's main investment objective. This has been maintained by following the Council's counterparty policy as set out in its Treasury Management Strategy Statement for 2014/15. New investments can be made with the following institutions:
    - Other Local Authorities;
    - AAA-rated Money Market Funds;
    - Certificates of Deposit (CDs) and Term Deposits with UK Banks and Building Societies systemically important to the UK banking system and deposits with select non-UK Banks (Australian, Canadian and American);
    - T-Bills and DMADF (Debt Management Office);
    - Bonds issued by Multilateral Development Banks, such as the European Investment Bank;
    - Commercial Paper
    - Other Money Market Funds and Collective Investment Schemes meeting the criteria in SI 2004 No 534, SI 2007 No 573 and subsequent amendments.

27. The graph shown in appendix A shows the performance of the in-house Treasury team in respect of all investments for the quarter ending 31st March 2015 in comparison to all other clients of Arlingclose.

28. The graph shows that SSDC is in a very good position in terms of the risk taken against the return on investments.

Borrowing

29. An actual overall borrowing requirement (CFR) of £9.7 million was identified at the beginning of 2014/15. As interest rates on borrowing exceed those on investments the Council has used its capital receipts to fund capital expenditure. As at 31st March 2015 the Council had no external borrowing.

Breakdown of investments as at 31ST March 2015

Date Lent	Counterparty	Amount	Rate %	Maturity Date
5 Nov 14	Lancashire County Council	1,000,000	0.52	5 May 15
6 Jan 14	Greater London Authority	2,000,000	1.03	6 Oct 15
23 May 14	Rabobank International	1,000,000	0.78	22 May 15
27 Feb 15	Barclays Bank Plc	1,000,000	0.51	29 May 15
3 Nov 14	Birmingham City Council	2,000,000	0.50	5 May 15
28 Nov 14	Lancashire County Council	1,000,000	0.60	28 Aug 15
20 Jan 15	Salford City Council	2,000,000	0.50	20 Jul 15
20 Feb 15	Nationwide Building Society	1,000,000	0.51	29 May 15
4 Mar 15	Santander UK Plc	1,000,000	0.52	10 Jun 15
9 Mar 15	United Overseas Bank Ltd	2,000,000	0.58	9 Sep 15
17 Mar 15	Leeds Building Society	1,500,000	0.48	24 Jun 15
	Corporate Bonds/Eurobonds			
10 Dec 13	GE Capital UK Funding	1,038,020	1.42	18 Jan 16
17 Jan 14	Places for People Capital Markets	603,877	2.67	27 Dec 16
17 Jan 14	Places for People Capital Markets	459,287	2.67	27 Dec 16
10 Feb 14	Thames Water Utilities Finance Ltd	459,736	1.02	30 Jun 15
10 Feb 14	Heathrow Funding Ltd	1,012,910	1.16	8 June15
7 Apr 14	Commonwealth Bank of Australia	517,020	1.00	14 Dec 15
8 Apr 14	Nordea Bank AB	515,835	0.98	15 Dec 15
2 Jun 14	Volkswagen International Finance NV	501,460	0.98	20 Aug 15
4 Aug 14	Leeds Building Society (Covered)	560,713	2.13	17 Dec 18
8 Sep 14	Rabobank Nederland NV	828,485	1.05	10 Sep 15
30 Sep 14	Volkswagen International Finance NV	501,460	0.98	20 Aug 15
30 Sep 14	European Investment Bank	521,067	0.64	8 Jul 15
22 Oct 14	Yorkshire Building Society (Covered)	1,729,543	1.56	12 Apr 18
5 Mar 15	Volkswagen International Finance	1,015,107	0.70	23 Oct 15
5 Mar 15	Westpac Banking Corporation	1,007,119	0.74	23 Dec 15
	Certificates of Deposit (CDs)			
5 Jun 14	Deutsche Bank	1,007,016	0.82	4 Jun 15
29 Oct 14	Standard Chartered	1,002,832	0.64	29 Apr 15
4 Nov 14	Nordea Bank Finland	501,263	0.59	5 May 15
9 Feb 15	Standard Chartered	1,001,051	0.66	7 Aug 15
27 Mar 15	Nordea Bank Sweden	1,000,209	0.55	25 Sep 15
	Floating Rate Notes (FRNs)			
25 Nov 13	HSBC Bank PLC – 3mth Libor + 28bp	1,004,169	0.82	16 May 16
3 Apr 14	Yorkshire Building Society (Covered) – 3mth Libor + 175bp	1,015,441	0.94	23 Mar 16
22 Oct 14	Abbey National Treasury Services (Covered) – Libor + 170bp	1,034,829	0.71	5 Apr 17
21 Nov 14	Barclays Bank Plc (Covered) - 3mth Libor + 19bp	1,000,341	0.68	15 Sep 17
16 Feb 15	Clydesdale Bank (Covered) – Libor + 170bp	1,004,198	0.61	8 Jun 15
17 Feb 15	Clydesdale Bank (Covered) – Libor + 170bp	1,004,198	0.61	8 Jun 15
6 Mar 15	BMW Finance NV – Libor + 26bp	1,903,208	0.61	23 Jul 15
25 Mar 15	Lloyds Bank Plc (Covered) – Libor + 25bp	2,006,200	0.64	16 Jan 17
	Pooled Finds & Money Market Funds			

	Payden Fund VNAV	1,001,247	0.93	
	CCLA Property Fund	3,363,303	5.53	
	Handelsbanken	2,000,000	0.50	
	Federated Money Market Fund	500,000	0.43	
	Ignis Money Market Fund	1,220,000	0.41	
	TOTAL	**49,341,144**		

** Note: Money Market Funds are instant access accounts so the rate displayed is a daily rate*

Prudential Indicators – 2014/15

Background:

30. In March 2014, Full Council approved the indicators for 2014/15, as required by the Prudential Code for Capital Finance in Local Authorities. The Local Government Act 2003 allows local authorities to determine their own borrowing limits provided they are affordable and that every local authority complies with the code.

Prudential Indicator 1 - Capital Expenditure:

31. The actual capital expenditure incurred for 2014/15 compared to the original estimate was:

	2013/14 Outturn £'000	2014/15 Original Estimate £'000	2014/15 Outturn £'000	2014/15 Variance £'000	Reason for Variance
Approved capital schemes	2,244	4,461	2,641	(1,920)	The biggest variances were underspends against the original budgets for the following: Affordable Housing (1,242), Capital Works to the Councils Portfolio (178), New Car Parks (177), The area capital programmes (137) and Home repairs assistance (202) however the majority of the spend on these projects were reprofiled during the year.
Total Expenditure	**2,244**	**4,461**	**2,641**	**(1,920)**	

Prudential Indicator 2 - Ratio of Financing Costs to Net Revenue Stream:

32. A comparison needs to be made between financing capital costs and the revenue income stream to support these costs. This shows how much of the revenue budget is committed to the servicing of finance.

Portfolio	2013/14 Outturn £'000	2014/15 Original Estimate £'000	2014/15 Outturn £'000	2014/15 Variance £'000	Reason for Variance
Financing Costs	(259)	(226)	(413)	(187)	Increased income on our Property Fund investments which performed

					very well
Net Revenue Stream	19,082	17,541	17,881	340	Carry Forwards approved from 2013/14 and incorporated within the budget for 2014/15
%*	**(1.4)**	**(1.3)**	**(2.3)**		

*figures in brackets denote income through receipts and reserves

33. The financing costs include interest payable and notional amounts set aside to repay debt less interest on investment income. The figure in brackets is due to investment income outweighing financing costs significantly for SSDC but is nevertheless relevant since it shows the extent to which the Council is dependent on investment income.

Prudential Indicator 3 - Capital Financing Requirement:

34. The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose. The year-end capital financing requirement for the council is shown below:

	2013/14 Outturn £'000	**2014/15 Original Estimate £'000**	**2014/15 Outturn £'000**	**2014/15 Variance £'000**	**Reason for Variance**
Opening CFR	9,500	9,374	9,625	251	The original estimate was based on the information held at the time however more leases were taken out prior to the start of the year which increased the CFR
Capital Expenditure	3,892	5,410	3,772	(1,638)	Re-profiling of expenditure to future years has reduced the capital expenditure in year
Capital Receipts*	(2,244)	(4,461)	(2,641)	1,820	Reduced spend has resulted in less capital receipts needed to fund these
Grants/Contributions*	(1,648)	(949)	(1,131)	(182)	
Minimum Revenue Position (MRP)	(173)	(114)	(178)	(64)	Additional leases were taken out after the budget was set which has incurred additional MRP
Additional Leases taken on during the year	298	0	0	0	
Closing CFR	**9,625**	**9,260**	**9,447**	**187**	

*Figures in brackets denote income through receipts or reserves.

Prudential Indicator 4 – Gross Debt and the Capital Financing Requirement:

35. The Council is also required to ensure that any medium term borrowing is only used to finance capital and therefore it has to demonstrate that the net external borrowing does not, except in the short term exceed the total of capital financing requirements over a three year period.

	2013/14 Outturn £'000	2014/15 revised Estimate £'000	2014/15 Outturn £'000	2014/15 Variance £'000	Reason for Variance
Borrowing	0	0	0	0	SSDC currently has no borrowing
Finance Leases	511	349	334	(15)	
Total Debt	**511**	**349**	**334**	**(15)**	

36. Total debt is expected to remain below the CFR for the Foreseeable future.

Prudential Indicator 5 - Upper Limits for Fixed Interest Rate Exposure and Variable Interest Rate Exposure:

37. The Council must set three years of upper limits to its exposure to the effects of changes in interest rates. As a safeguard, it must ensure that its limit would allow it to have up to 100% invested in variable rate investments to cover against market fluctuations. For this purpose, term deposits of less than 365 days are deemed to be variable rate deposits. Fixed rate deposits are investments in Eurobonds, Corporate Bonds and term deposits exceeding 365 days.

	2013/14 Actual %	2014/15 % Limit	2014/15 Actual %	2014/15 Variance %	Reason for Variance
Fixed	13	80	6.20	(73.8)	Within limit
Variable	87	100	93.80	(6.20)	Within limit

38. The Council must also set limits to reflect any borrowing we may undertake.

	2013/14 Actual %	2014/15 % Limit	2014/15 Actual %	2014/15 Variance %	Reason for Variance
Fixed	0	100	0	100	SSDC currently has no borrowing
Variable	0	100	0	100	SSDC currently has no borrowing

39. The indicator has been set at 100% to maximise opportunities for future debt as they arise.

Prudential Indicator 6 - Upper Limit for total principal sums invested over 364 days:

40. SSDC must also set upper limits for any investments of longer than 364 days. The purpose of this indicator is to ensure that SSDC, at any time, has sufficient liquidity to meet all of its financial commitments.

Upper Limit for total principal sums invested over 364 days	2013/14 Actual £'000	2014/15 Maximum Limit £'000	2014/15 Actual £'000	Variance £'000	Reason for Variance
Between 1-2 years	4,572	25,000	4,000	(21,000)	Within limit
Between 2-3 years	2,074	20,000	2,000	(18,000)	Within limit
Between 3-4 years	0	10,000	2,000	(8,000)	Within limit
Between 4-5 years	0	10,000	0	(10,000)	Within limit
Over 5 years	0	5,000	0	(5,000)	Within limit

41. The table above shows that the Council adopts a policy of safeguarding its investments by minimising investments that are redeemable more than five years ahead.

Prudential Indicator 7 – Credit Risk:

42. The Council considers security, liquidity and yield, in that order, when making investment decisions.

Credit ratings remain an important element of assessing credit risk, but they are not a sole feature in the Council's assessment of counterparty credit risk.

The Council also considers alternative assessments of credit strength, and information on corporate developments of and market sentiment towards counterparties. The following key tools are used to assess credit risk:

- Published credit ratings of the financial institution and its sovereign
- Sovereign support mechanisms
- Credit default swaps (where quoted)
- Share prices (where available)
- Economic Fundamentals, such as a country's net debt as a percentage of its GDP
- Corporate developments, news articles, markets sentiment and momentum
- Subjective overlay

The only indicators with prescriptive values remain to be credit ratings. Other indicators of creditworthiness are considered in relative rather than absolute terms.

Prudential Indicator 8 - Actual External Debt:

1. This indicator is obtained directly from the Council's balance sheet. It is the closing balance for actual gross borrowing plus other long-term liabilities (this represents our finance leases). This Indicator is measured in a manner consistent for comparison with the Operational Boundary and Authorised Limit.

Actual External Debt as at 31/03/2015	£'000
Borrowing	0
Other Long-term Liabilities (Finance Leases)	334
Total	**334**

Prudential Indicator 9 - Authorised Limit for External Debt:

2. This limit represents the maximum amount that SSDC may borrow at any point in time during the year. If this limit is exceeded the Council will have acted ultra vires.

It also gives the Council the responsibility for limiting spend over and above the agreed capital programme. A ceiling of £12 million was set for each year.

	2013/14 Actual £'000	2014/15 Original Estimate £'000	2014/15 Actual £'000	2014/15 Variance £'000	Reason for Variance
Borrowing	0	11,000	0	(11,000)	SSDC currently has no borrowing
Other Long-term Liabilities	511	1,000	334	(666)	Within limit
Total	**511**	**12,000**	**334**	**(11,666)**	

Prudential Indicator 10 – Operational Boundary for External Debt:

3. The operational boundary sets the limit for short term borrowing requirements for cash flow and has to be lower than the previous indicator, the authorised limit for external debt. A ceiling of £10 million for each of the next three years was set.

	2013/14 Actual £'000	2014/15 Original Estimate £'000	2014/15 Actual £'000	2014/15 Variance £'000	Reason for Variance
Borrowing	0	9,200	0	(9,200)	SSDC currently has no borrowing
Other Long-term Liabilities	511	800	334	(466)	Within limit
Total	**511**	**10,000**	**334**	**(9,666)**	

Prudential Indicator 11 - Maturity Structure of Fixed Rate borrowing:

4. This indicator is relevant when we borrow, then we can take a portfolio approach to borrowing in order to reduce interest rate risk. This indicator is shown as the Council has set limits in anticipation of future borrowing.

Maturity structure of fixed rate borrowing	2012/13 Upper Limit %	2013/14 Lower Limit %	2013/14 Actual %	2013/14 Variance %
Under 12 months	100	0	0	Not applicable
12 months and within 24 months	100	0	0	Not applicable
24 months and within 5 years	100	0	0	Not applicable
5 years and within 10 years	100	0	0	Not applicable
10 years and within 20 years	100	0	0	Not applicable
20 years and within 30 years	100	0	0	Not applicable
30 years and within 40 years	100	0	0	Not applicable
40 years and within 50 years	100	0	0	Not applicable
50 years and above	100	0	0	Not applicable

Prudential Indicator 12 - Incremental Impact of Capital Investment Decisions:

5. SSDC must show the effect of its annual capital decisions for new capital schemes on the council taxpayer. Capital spend at SSDC is financed from additional receipts so the figure below actually shows the possible decreases in council tax if all capital receipts were invested rather than used for capital expenditure.

Incremental Impact of Capital Investment Decisions	**2013/14 Actual £**	**2014/15 Actual £**
Decrease in Band D Council Tax	0.29	0.04

Prudential Indicator 13 - Adoption of the CIPFA Treasury Management Code:

6. This indicator demonstrates that the Council has adopted the principles of best practice.

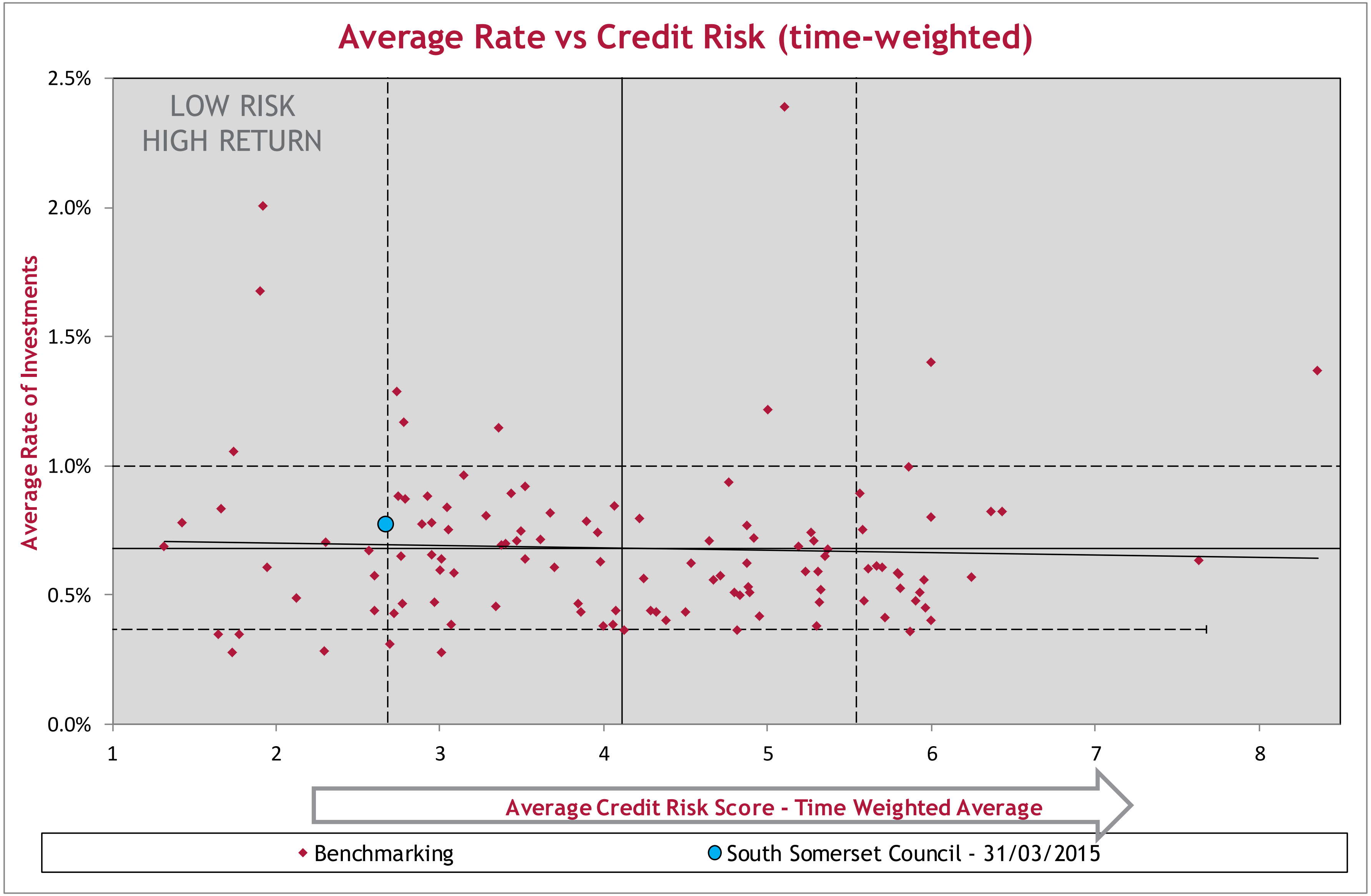
Adoption of the CIPFA Code of Practice in Treasury Management
The Council approved the adoption of the CIPFA Treasury Management Code at its Council meeting on 18th April 2002.

Conclusion

7. The council operated within all of the Prudential Indicators during 2014/15

Background Papers: Prudential Indicators Working Paper, Treasury Management Strategy Statement 2014/15, Capital Monitoring Qtr 4 2014/15.

Appendix A



Average Rate vs Credit Risk (time-weighted)
2.5%
2.0%
1.5%
1.0%
0.5%
0.0%
Average Rate of Investments
LOW RISK
HIGH RETURN
1
2
3
4
5
6
7
8
Average Credit Risk Score - Time Weighted Average
Benchmarking
South Somerset Council - 31/03/2015