1 Purpose and application

(1) These procedures are to give effect to the Treasury Management Policy 2018 (“the policy”).

(2) These procedures apply to all staff involved in treasury management functions.

2 Commencement

These procedures commence on 4 June 2018.

3 Interpretation

(1) Words and phrases used in these procedures and not otherwise defined in this document have the meanings they have in the policy.

- **authorised hedging instruments** means financial instruments approved as such by the Chief Financial Officer in these procedures.

- **cash investments** means deposits, negotiable instruments and floating-rate securities issued by Australian deposit-taking institutions and Australian branches of international banks under the regulation of the Australian Prudential Regulation Authority (APRA).

- **ICM** means the Investment and Capital Management unit in financial services.

- **interest rate swap** means an agreement to pay (or receive) a stream of interest cash flows (fixed) and receive (or pay) another stream of interest cash flows (floating). These contracts may be used to achieve a mix of fixed or floating rate debt funding.

- **option** means a financial derivative that represents a contract sold by one party (option writer) to another party (option holder). The contract offers the buyer the right, but not the obligation, to buy (call) or sell (put) a security or other financial asset at an agreed-upon price.
(the strike price) during a certain period of time or on a specific date (exercise date).

4 Organisational structure

(1) The financial risk management organisational structure consists of:
   (a) Senate;
   (b) Finance and Audit Committee (FAC);
   (c) Asset and Liability Committee (ALCO);
   (d) The Chief Financial Officer (CFO);
   (e) Financial Control and Treasury (FCT); and
   (f) Investment and Capital Management (ICM).

(2) The structure is summarised in diagram form in Schedule 1.

5 Managing liquidity and funding risk

(1) Measurement
   (a) Liquidity risk will be measured by comparing projected total cash requirements against total cash resources.
   (b) Projected total cash requirements will take the following into account:
      (i) existing debt maturity profile;
      (ii) net operating cash outflows;
      (iii) net capital cash outflows including funding costs;
      (iv) committed project or capital expenditure; and
      (v) any liquidity reserve.
   (c) Cash resources will take into account unrestricted financial assets and other available committed asset sales, net operating cash flows, and undrawn facilities.

(2) Management
   (a) The business process for loan drawdowns is shown in Schedule 2.
   (b) The University’s cash flow and debt management will be based on detailed cash flow forecasting:
      (i) on a weekly basis for the current financial year;
      (ii) on a monthly basis for the following financial year; and
      (iii) on a yearly basis out to five years.
   (c) Cash resources (including any facilities) must be maintained to ensure there is sufficient cash resources to cover the maximum projected cash requirements for 12 months.
   (d) The University’s bank balance will be managed on a daily basis, with cash balances exceeding weekly working capital needs invested in accordance with the limits approved by FAC.
6 Managing interest rate risk

(1) Measurement
   (a) The fixed and floating interest rate exposure will be measured using the authorised ranges for fixed and variable interest rate exposure set out in clause 9(2)(b) of the policy.
   (b) All interest rate swaps, debt and options will be taken into account when determining the fixed and floating interest rate exposure.
   (c) Fixed interest cover will be measured using an average of quarterly observations over the relevant period.

(2) Management
   (a) The business process for managing interest rate risk is shown in Schedule 3.
   (b) The maximum duration of instruments used to manage interest rate risk is limited by:
       (i) the terms of any underlying debt program;
       (ii) the availability of appropriate instruments in financial markets; and
       (iii) any natural hedging offset.
   (c) The CFO must approve in writing interest rate risk management strategies.
   (d) FCT will execute transactions required to implement the approved interest rate risk management strategy.

7 Managing foreign exchange risk

(1) Measurement
Organisational units (e.g. a faculty, University school, administrative unit) must immediately report any committed foreign currency exposure over AUD$200,000 to FCT.

(2) Management
   (a) FCT will determine an appropriate hedging strategy by negotiating with the organisational unit.
   (b) FCT will execute the transaction and forward the documentation to the organisational unit.
8 Managing counterparty credit risk

(1) Measurement

(a) The approved counterparty credit exposure limits are provided in Schedule 4.

(b) The dollar value of credit utilisation of the various authorised instruments will be measured in accordance with the following table:

<table>
<thead>
<tr>
<th>Instrument</th>
<th>Credit Utilisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-discounted Cash Securities</td>
<td>Full face value plus accrued interest</td>
</tr>
<tr>
<td>Foreign Exchange- Forward</td>
<td>Market gain plus add on:</td>
</tr>
<tr>
<td></td>
<td>1 year or less add on: 5%</td>
</tr>
<tr>
<td></td>
<td>1 to 5 years add on: 7.5%</td>
</tr>
<tr>
<td></td>
<td>Over 5 years add on: 10%</td>
</tr>
<tr>
<td>Interest Rate Swaps</td>
<td>Market gain plus add on:</td>
</tr>
<tr>
<td></td>
<td>1 year or less add on: 2.5%</td>
</tr>
<tr>
<td></td>
<td>1 to 5 years add on: 3.75%</td>
</tr>
<tr>
<td></td>
<td>Over 5 years add on: 5%</td>
</tr>
<tr>
<td>Interest Rate options (swaptions)</td>
<td>Market gain plus add on:</td>
</tr>
<tr>
<td></td>
<td>1 year or less add on: 2.5%</td>
</tr>
<tr>
<td></td>
<td>1 to 5 years add on: 3.75%</td>
</tr>
<tr>
<td></td>
<td>Over 5 years add on: 5%</td>
</tr>
</tbody>
</table>

(2) Management

(a) FCT will collate the monthly valuations of all open hedging transactions.

(b) The CFO must approve all amendments to counterparty limits, including temporary increases.

(c) The approval must be given in writing and must specify:

(i) the existing and proposed limit; and

(ii) the reason for the proposed change.

(d) The Treasurer will assign credit limits to new counterparties based on applying the descriptions, credit ratings and credit limits set out in Schedule 4.

(e) The operating cash portfolio will be monitored using the counterparty credit limits described in Schedule 4 and subject to an overriding limit of no more than 35% to be held by one entity.
9 Managing treasury operational risk

(1) Approvals
(a) The CFO must approve all recommendations for using new financial instruments and arrangements.
(b) Approval must be given in writing and must specify:
   (i) the rationale for use of the instrument or technique;
   (ii) any changes in policies needed to ensure that the new instrument or arrangement will be effective;
   (iii) the risks (including all costs) associated with the instrument or arrangement;
   (iv) the systems and procedures which will be used to monitor activities in that instrument or arrangement; and
   (v) the accounting policies relating to the use of the instrument or arrangement.
(c) Authorised hedging instruments are specified in Schedule 5.

(2) Management
(a) The business process for managing risk associated with the payment of debt interest and fees is summarised in Schedule 6.
(b) FCT will manage transactional banking centrally, including:
   (i) maintaining bank accounts;
   (ii) negotiating facilities for automatic and manual transfer of funds;
   (iii) requesting the operation of any service to any account;
   (iv) acting as authorised person or verifying officer in relation to accounts;
   (v) issuing instruments to a bank regarding manual payments, safe custody or security procedures;
   (vi) negotiating and executing facilities or limits required to optimise bank account structure (i.e. ‘daylight’ or ‘real time gross settlement’ limits); and
   (vii) co-ordinating the installation of software to facilitate management and reconciliation of any account.
10 Reporting of treasury risk management activities

(1) Reporting requirements for treasury risk management are specified in the table below.

(a) Unless otherwise stated, all reports are prepared by FCT for review by ALCO.

<table>
<thead>
<tr>
<th>Risk type</th>
<th>Reporting frequency to ALCO</th>
<th>Specific reporting requirements</th>
<th>General reporting requirements</th>
</tr>
</thead>
</table>
| Liquidity and funding risk       | Monthly                    | 1. Compare available liquidity to policy limits (refer to clause 8 of the policy).  
                                   |                            | 2. Status of sources of liquidity and funding risk.  
                                   |                            | 3. Covenants, if any.  
                                   |                            | 4. Used and unused facilities.  
                                   |                            | 5. Compare funding to management’s debt principles, limits and credit metrics annually. | 1. Compliance with policy.  
                                   |                            | 2. Any breaches of policy.  
                                   |                            | 3. Action taken in respect of any breaches. |                                                      |
| Interest rate risk               | Monthly                    | 1. Compare interest rate risk profile to policy limits (refer to clause 9 of the policy).  
                                   |                            | 2. Interest rate risk management derivatives used, current positions and sensitivity analysis (if material). | 1. Compliance with policy.  
                                   |                            | 2. Any breaches of policy.  
                                   |                            | 3. Action taken in respect of any breaches. |                                                      |
| Foreign exchange risk            | Monthly                    | 1. Summarise foreign currency commitments and the applicable hedging arrangements.  
                                   |                            | 2. Any breaches of policy.  
                                   |                            | 3. Action taken in respect of any breaches. |                                                      |
| Counterparty credit risk         | Quarterly                  | 1. Summarise all exposures to counterparties and compare to their limits (refer to clause 8(1) and Schedule 4). | 1. Compliance with policy.  
                                   |                            | 2. Any breaches of policy.  
                                   |                            | 3. Action taken in respect of any breaches. |                                                      |
| Treasury operational risk        | Monthly                    | 1. Liquidity, funding and cashflow projections.  
                                   |                            | 2. Debt facilities and interest paid.  
                                   |                            | 2. Any breaches of policy.  
                                   |                            | 3. Action taken in respect of any breaches. |                                                      |
| General treasury risk reporting  | Timing varies as required  | 1. Quarterly report summarising the above 5 financial risk management areas.  
                                   | Note: Reporting prepared by ALCO for FAC.                                                                                       | 1. Compliance with policy.  
                                   |                            | 2. Annual budget.  
                                   |                            | 3. Minimum liquidity and any stress testing.  
                                   |                            | 4. Changes to policy.  
                                   |                            | 5. Material changes to:  
                                   |                            | - Procedures,  
                                   |                            | - Financial risk management strategies,  
                                   |                            | - Refinancing plans,  
                                   |                            | - Debt facilities, and  
                                   |                            | - Counterparty limits. | 2. Any breaches of policy.  
                                   |                            | 3. Action taken in respect of any breaches. |                                                      |
11 Rescissions and replacements

This document replaces the *Treasury Management Procedures 2014*, which are rescinded as from the date of commencement of this document.

NOTES

Treasury Management Procedures 2018

Date adopted: 15 May 2018
Date commenced: 04 June 2018
Date amended: 28 March 2022
Administrator: Director, Financial Control and Treasury
Review date: 04 June 2023
Rescinded documents: Treasury Management Procedures 2014
Related documents:
- Treasury Management Policy 2018
- Investment Policy 2017
- Procurement Policy

AMENDMENT HISTORY

<table>
<thead>
<tr>
<th>Provision</th>
<th>Amendment</th>
<th>Commencing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Schedule 1</td>
<td>Administrative amendments for Senate Finance Committee and Investment Subcommittee</td>
<td>28 March 2022</td>
</tr>
<tr>
<td>Schedule 4</td>
<td>Counterparty credit limits temporarily increased by ALCO</td>
<td>28 March 2022</td>
</tr>
</tbody>
</table>
SCHEDULE 1: GOVERNANCE STRUCTURE FOR TREASURY RISK MANAGEMENT

Senate

Senate Finance Committee
See the terms of reference.

Asset and Liability Committee (ALCO)
Review and Approval Role
The primary role of the Asset and Liability Committee is to monitor and strategically manage balance sheet financial risk, with specific accountability for the management of the cost of the borrowing program.

Investment Subcommittee
See the terms of reference.

Members of ICM
External Advisory
(as required)
Other Internal Staff
(as required)
Members of FCT
SCHEDULE 2: LOAN DRAWDOWN BUSINESS PROCESS

Debt Drawdown /Repayment /Rollover

<table>
<thead>
<tr>
<th>Phase 1a</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1.1</strong> Month end Process Cash flow forecasts and debt funding reports</td>
</tr>
<tr>
<td><strong>1.2</strong> Rollover or repay debt New debt drawdown</td>
</tr>
<tr>
<td><strong>1.3</strong> Recommend the term date and amount</td>
</tr>
<tr>
<td><strong>1.4</strong> Bank receives the Drawdown Notice Form</td>
</tr>
<tr>
<td><strong>1.5</strong> Funds deposited into University Bank account</td>
</tr>
<tr>
<td><strong>1.6</strong> Update the Registry of Treasury financial instruments with interest pay dates</td>
</tr>
</tbody>
</table>

**Note 1.1:**
- Process Cash flow forecasts and debt funding reports

**Note 1.2:**
- Rollover or repay debt
- New debt drawdown

**Note 1.3:**
- Recommend the term date and amount

**Note 1.4:**
- Drawdown Notice Form

**Note 1.5:**
- Funds deposited into University Bank account

**Note 1.6:**
- Update the Registry of Treasury financial instruments with interest pay dates

**Note 1.7:**
- Verification of data entry is required

**Endorse Debt & Hedging requirements**

Please refer to Process (Phase 1b)
Debt Drawdown /Repayment /Rollover

- **ICM**
  - 1.8 Invest interim excess liquidity in short term money market.
  - Replenish main Bank account for Capital expenditure requirements

- **ALCO /CFO**
  - 1.9a Bank counterparty mark-to-market month end valuation
  - NAS Portfolio valuation report and sensitivity analysis
  - 1.9b Bloomberg mark-to-market valuation and sensitivity analysis

- **BANK**
  - 1.9 Quarterly Report to FAC
  - Settlement confirmation of debt

- **FCT**
  - 1.7 Update Debt Funding Model
  - Cash flow forecast

---

Note 1.7

Continued from Page 1

Note 1.9a

Settlement confirmation of debt

Note 2.0

Counterparty settlement of debt

Phase 1b

Process restarts at 1.1

CFO receives comprehensive quarterly treasury report to send to FAC

CFO receives treasury reporting of selective metrics.

ALCO receives comprehensive quarterly treasury report to send to FAC

Counterparty settlement of debt
Notes to Schedule 2:

Event: Bank Debt facilities are available with drawdown multiples of $10m.

Note 1.1 Incorporates all usual weekly / monthly cash flow forecast inputs including CIS capex. Cash Flow and Debt Funding Forecasts are distributed by FCT to CFO and ICM (currently ALCO members).

Note 1.2 Amount to be drawn down and Interest period recommended

Note 1.3 At least by 11am two days prior to proposed draw down date. Notice specifies debt amount, interest period and signed by Authorised Officer of the University as listed on Verification Certificate in Debt Facility Agreement.

Note 1.5 Funds can only be deposited to the University’s main Bank account.

Note 1.6 Registry of treasury financial instruments includes debt tranches, interest rate swaps and other derivatives. At present updating will be done manually in Excel including due dates for notices, settlements and amounts. Implementation of Treasury Management System software may be considered in the future.

Note 1.7 Financial modelling of treasury transactions including debt tranches and interest rate swaps. Contains calculations of expenditure incurred and income earned as well as forecasting of contractual and future settlements (gross cash inflows and outflows).

Note 1.9 Treasury accounting for debt and derivative financial instruments from accruals of income and expenditure, mark-to-market revaluations to settlements. Processes will be manual until a Treasury management software solution is deployed.

Note 2.0 Quarterly Report send to FAC includes benchmark reporting by FCT.
SCHEDULE 3: INTEREST RATE RISK BUSINESS PROCESS

Interest Rate Swap

1.1 Cash flow forecast including debt funding forecast

1.2 Rollover or Repay debt / New debt endorsement

1.3a Recommend Hedging Proposal

1.3b Endorse Hedging proposal

Yes

1.3c Execute Hedging proposal

No

1.4 Registry of Treasury financial instruments

Confirmation of Hedging

Continue to Phase 1b

Phase 1a
Interest Rate Swap

1.5 Update Debt Funding Model
   - Cash flow forecast

1.6 Treasury accounting for financial instruments

1.8 Quarterly Report

Settlement confirmation of derivatives

Counterparty settlement of derivatives

Note 1.6
- Bank counterparty mark-to-market month end valuation
- NAS Portfolio valuation report and sensitivity analysis

1.7 Invest interim excess liquidity in short term money market.
- Replenish main Bank account for Capital expenditure requirements

1.7a Bloomberg mark-to-market valuation and sensitivity analysis

1.7b Counterparty settlement of derivatives

CFO receives treasury reporting of selective metrics,
- ALCO receives comprehensive quarterly treasury report

Process restarts at 1.1

Continued from Page 1
Notes to Schedule 3:

Note 1.3a Execution of Interest Rate Swap to hedge interest rate risk on debt drawdown, where floating interest rate period and basis matches debt drawn, as well as tenor and notional within approved ranges per Treasury Management Policy and Procedures. Also approved bank counterparties includes lending bank.

Note 1.5 Financial modelling of treasury transactions including debt tranches and interest rate swaps. Contains calculations of expenditure incurred and income earned as well as forecasting of contractual and future settlements (gross cash inflows and outflows).

Note 1.6 Treasury accounting for debt and derivative financial instruments from accruals of income and expenditure, mark-to-market revaluations to settlements. Processes will be manual until a Treasury management software solution is deployed.
SCHEDULE 4: COUNTERPARTY CREDIT EXPOSURE LIMITS

Limits are set having regard to the long-term credit rating for each counterparty.

New counterparties which are not listed below will be assigned a credit limit based on applying the descriptions, credit ratings and credit limits set out in the table below.

<table>
<thead>
<tr>
<th>Description</th>
<th>Credit rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Generic descriptions and credit limits</strong></td>
<td></td>
</tr>
<tr>
<td>Australian Commonwealth Government</td>
<td>AAA</td>
</tr>
<tr>
<td>Australian State Corporation</td>
<td>AAA</td>
</tr>
<tr>
<td>International Bank (World Bank Group)</td>
<td>AAA</td>
</tr>
<tr>
<td>Australian State Corporation</td>
<td>AA</td>
</tr>
<tr>
<td>Big four Australian Bank and Transaction Bank</td>
<td>AA</td>
</tr>
<tr>
<td>Big four Australian Bank (not Transaction Bank)</td>
<td>AA</td>
</tr>
<tr>
<td>Global Trading Bank</td>
<td>AA</td>
</tr>
<tr>
<td>Regional Australian Bank</td>
<td>A</td>
</tr>
<tr>
<td>Regional Australian Bank</td>
<td>BBB</td>
</tr>
<tr>
<td>Other Australian Bank</td>
<td>A</td>
</tr>
<tr>
<td>Overseas based Trading Bank, headquartered in a country with a democratic political system similar to Australia, with ADI status in Australia</td>
<td>A</td>
</tr>
<tr>
<td>Other overseas based Trading Banks, which have ADI status in Australia but do not meet political system criteria described above</td>
<td>A</td>
</tr>
</tbody>
</table>
Exclusions

**Domestic equities.** Investments are held in the University's name and liquidity is achieved through sale on a prescribed regulated exchange – eg ASX.

**Units, shares or capital held in a pooled investment vehicle.** While these investments can be redeemed/realised the manager can defer redemption/realisation until such time as there is sufficient liquidity. Hence credit risk cannot be attributed to a particular party/entity.

(*) On 9 Mar 2022, ALCO approved temporary limit increases until 31 Dec 2022. These limit increases are to be reviewed by ALCO at their November 2022 meeting.
SCHEDULE 5: AUTHORISED HEDGING INSTRUMENTS

The following financial instruments are authorised for use to manage financial risk.

(1) Foreign exchange products
    (a) **FX spot**, which is the purchase of one currency with a different currency for immediate delivery (usually two working days).
        (i) These contracts will be used when an exposure has not been hedged.
        (ii) Amounts under AUD$50,000 will be processed through the online banking system.
    (b) **FX forward**, which is the purchase of one currency with a different currency for future delivery, at a predetermined price.
        (i) These contracts will be used for hedging certain (committed) exposures.
    (c) **FX swap**, which is the purchase of one currency against another at an initial date, and an agreement to reverse that transaction at a future date at the same rate plus forward points.
        (i) These contracts will be used when forward contracts need to be moved to a date to match the timing of an underlying commitment, or when there is a timing difference between when foreign currency is received and when it needs to be paid.

(2) Interest rate instruments
    (a) **Interest rate swap**, which is a contract in which a party agrees to pay a stream of interest cash flows (floating or fixed) and to receive another stream of interest cash flows (fixed or floating).
        (i) These contracts will be used to achieve a fixed cost of debt funding.
    (b) **Interest Rate Options (Caps) – bought.**
        (i) Options may only be sold to close out an existing bought option, or to construct a collar, where the bought and sold options have the same terms and conditions.
        (ii) Bought caps are a right to receive payments at the end of each period (e.g. 90 day rolls) when the reference interest rate (e.g. 90 day BBSW) exceeds the agreed strike rate.
        (iii) Caps may be used in conjunction with swaps to reduce volatility in the University’s interest rate exposure. These contracts will be used when there is a preference to lock in a maximum interest cost on debt funding, while maintaining the ability to participate in a fall in interest rates.
        (iv) Caps may also be used for hedging of forecast (uncommitted) debt, given the buyer has no obligations (potential liabilities) past the upfront premium (cost). Therefore, if the underlying debt is not raised, the University is not left with potentially unlimited liability.
        (v) Collars are not permitted on hedging forecast (uncommitted) debt, given that the floor (sold option), is an obligation (unknown liability) to pay a counterparty each roll over date if the reference rate (90 day BBSW) is less than the agreed strike rate.
        (vi) All hedging instruments relating to the management of foreign exchange risk must be denominated in the currencies of the
exposures. Partial hedging (i.e. not completing the ‘cross rate’) is not permitted.

(vii) All hedging products must be broken down into the underlying approved instruments.

(viii) Digital options cannot be used as an instrument to hedge interest rate exposures.
SCHEDULE 6: INTEREST AND FEES PAYMENT BUSINESS PROCESS

Interest and Fee Payments

1.1 Qtr end/Mth end - Cash flow analysis including debt funding forecast

1.2 Update the Registry of treasury financial instruments with interest payment dates

1.3 Quarterly Report

1.4 Calendar Notification for interest payment

1.5 Ensure availability of funds to pay interest obligations

1.6 Prepare request for interest payment

1.8 AUTHORISE

- CFO receives treasury reporting of selective metrics
- ALCO receives comprehensive quarterly treasury report

Control Process

2 business days prior to interest due date

Settlement confirmation of fees and interest payments

Counterparty settlement of fees and interest payments

Phase 1

Note 1

Note 1.1

Note 1.2

Note 1.4

Note 1.6

Note 1.8
Notes to Schedule 6:

Event: Bank Debt facilities are available with drawdown multiples of $10m.

Note 1.1 The document will specify the interest payable which is due on the last business day of the calendar month and the Commitment fee which is accrued on a daily basis and payable at the end of each quarter.

Note 1.2 Registry of treasury financial instruments includes debt tranches, interest rate swaps and other derivatives. At present updating will be done manually in Excel including due dates for notices, settlements and amounts. Implementation of Treasury Management System software may be considered in the future. This document will be created at the time of the debt drawdown (refer to Schedule 3).

Note 1.4 The University must pay the accrued fee on the facility on the last day of each quarter. If the last day is not a Business Day, it must be paid on the next Business Day in the same calendar month or if there is not one, the preceding Business Day. The University must pay the accrued interest on a Loan on the last day of each Interest Period for that Loan. If the last day is not a Business Day, it must be paid on the next Business Day in the same calendar month or if there is not one, the preceding Business Day. Additionally, the University must comply with settlement obligations in accordance with each individual interest rate swap contract. It is important that FCT and ICM communicate on the payment of interest and remind each other. Treasury settlements report and confirmations may be generated from treasury management systems software in future.

Note 1.6 Create a special vendor within Peoplesoft Accounts Payable.

Note 1.8 If FCT Delegate is not present, then CFO.