



**AUDITED
STATEMENT
OF ACCOUNTS
2019**

Narrative Statement by the Managing Director

1. INTRODUCTION

This document is the Statement of Accounts for the Yorkshire Purchasing Organisation. The Statement of Accounts shows the Organisation's financial performance for the year ended 31st December 2019. The Narrative Statement provides a guide to the most significant matters in the financial statements.

The Yorkshire Purchasing Organisation (YPO) was established in 1974 to fulfil the supplies requirements of a number of local authorities. The enabling Act of Parliament for the Organisation is the Local Authorities (Goods and Services) Act 1970 and its objectives are for the supply of goods and procurement of services to the public sector.

There are currently 13 founder member authorities and seventy one associate member authorities of YPO as of 31st December 2019, although the Organisation trades extensively outside the membership area. Management of the Organisation reports periodically to a Management Committee of two elected members from each founder member authority.

The membership consists of:

Founder Member Authorities

Barnsley MBC	North Yorkshire CC
Bolton MBC	Rotherham MBC
City of Bradford MC	St Helens MBC
MB of Calderdale	City of Wakefield MDC
Doncaster MBC	Wigan MBC
Kirklees MC	City of York Council
Knowsley MBC	

Associate Member Authorities

first year of membership

Bury Metropolitan Borough Council	2011
Cumbria City Council	2011
Durham City Council	2011
Leeds City Council	2011
North East Lincolnshire Council	2011
North Lincolnshire Council	2011
Sheffield City Council	2011
Cheshire East Council	2012
East Riding of Yorkshire Council	2012
Hull City Council	2012
Rochdale Metropolitan Borough Council	2012
South Yorkshire Fire and Civil Defence Authority	2012
South Yorkshire Police Authority	2012
Stockport Metropolitan Borough Council	2012
Trafford Council	2012
Warrington Borough Council	2012
West Yorkshire Fire and Civil Defence Authority	2012
West Yorkshire Police Authority	2012
Blackpool Borough Council	2013
Lancashire Fire & Rescue Service	2013
London Borough of Hillingdon	2013
Malvern Hills District Council	2013
Manchester City Council	2013
Northumberland County Council	2013
Staffordshire City Council	2013
West Midlands Fire & Rescue Authority	2013
Wiltshire Fire and Rescue Service	2013
Wyre Forest District Council	2013
Birmingham City Council	2014
Kettering Borough Council	2014
London Borough of Harrow	2014
Tameside Council	2015
Lancaster City Council	2015
Walsall Council	2015
Cheshire Fire and Rescue Service	2016
Coventry City Council	2016
Craven District Council	2016

Narrative Statement by the Managing Director

Fylde Council	2016
Greater Manchester Fire and Rescue	2016
Greater Manchester Police	2016
Halton Borough Council	2016
Lancashire Police	2016
London Borough of Brent	2016
London Borough of Hackney	2016
London Borough of Waltham Forest	2016
Liverpool City Council	2016
Merseyside Fire and Rescue Service	2016
Merseytravel	2016
Oldham Council	2016
Salford City Council	2016
Sefton Borough Council	2016
Solihull Metropolitan Borough Council	2016
Wyre Council	2016
Allerdale Borough Council	2017
Devon County Council	2017
London Borough of Camden	2017
London Borough of Haringey	2017
London Borough of Westminster	2017
Pendle Borough Council	2017
Buckinghamshire County Council	2018
Harrogate Borough Council	2018
Humberside Police Service	2018
North Yorkshire Police Service	2018
Police and Crime Commissioner for Merseyside	2018
Telford and Wrekin Council	2018
Cheshire West and Chester Council	2019
Lancashire County Council	2019
London Borough of Islington	2019
Oxfordshire County Council	2019
Police and Crime Commissioner for Cleveland	2019
Thames Valley Police	2019

Certain services, including legal, treasury and internal audit, are provided by the City of Wakefield MDC in accordance with arrangements agreed by the Management Committee.

Associate membership allows for attendance at the public section of all committee meetings but does not carry voting rights.

2. ACCOUNTABILITY AND FINANCIAL REPORTING

There is no longer a statutory requirement for YPO, as a Joint Committee, to have an external audit. However, in March 2016 the Management Committee and Section 151 Officer of the lead authority agreed that YPO should continue to prepare, each year, a statement of accounts in accordance with the C.I.P.F.A Code of Practice that is subject to an external audit.

As a result this will be a non-statutory audit meaning that compliance with the Accounts and Audit Regulations 2015 is not mandatory.

We have continued to categorise our Reserves as "Usable" and "Unusable" in line with the C.I.P.F.A Code of Practice. This is purely for presentational needs and we acknowledge that any powers attributed to this classification no longer applies to the Organisation.

3. THE STATEMENTS

The financial activity of the Organisation in relation to the service it provides is shown through a number of key financial statements and notes:

Core Statements

The Movement In Reserves Statement shows the movement in year on the different reserves held by the Organisation.

The Comprehensive Income and Expenditure Account summarises the income and expenditure of the Organisation during the year.

The Balance Sheet shows the value as at the 31st December 2019 of the assets and liabilities recognised by the Organisation. The net assets of the Organisation (assets less liabilities) are matched by the reserves held by the Organisation.

Narrative Statement by the Managing Director

The Cash Flow Statement shows the changes in cash and cash equivalents of the Organisation during the reporting period. The statement shows how the Organisation generates and uses cash and cash equivalents by classifying cash flows between operating, investing and financing activities.

The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of the Organisation are performing. Investing activities represent the extent to which cash inflows have been made for resources which are intended to contribute to the Organisations future operations.

The Statement of Responsibilities for the Statement of Accounts sets out the respective responsibilities of the Organisation and the Chief Finance Officer at Wakefield MDC for the Statement of Accounts.

The Annual Governance Statement sets out the framework designed to ensure that the Organisation operates a sound system of internal control which facilitates the effective exercise of its operations, and which includes arrangements for the management of risk. Whilst it is not a requirement to be part of this Statement of Accounts it is attached as appendix A to this statement to aid the user to better understand the governance arrangements in force within the Organisation.

4. FINANCIAL SUMMARY

The 2019 budget approved in November 2018 was for a turnover of £114.6m and a surplus of £8.357m, excluding any income for pensions interest or expenditure financed from earmarked reserves.

The full year performance of the Organisation has been significantly impacted by the implementation of a new ERP system at the end of November / beginning of December. The initial impact was a loss of 4 trading days at the end of November, however a delay in resuming full operational activities further impacted the number of orders fulfilled in December and resulted in financial impacts as a result of duplicated and missing orders, plus additional resources required to resolve the issues.

Invoiced sales for the year are £110.7m and the reported surplus on trading of £7.280m is under the budget set of £8.357m by £0.685m, this excludes any income for pensions interest or expenditure financed from earmarked reserves.

The shortfall in sales is as mentioned mainly a result of the IT system change, it is possible that some of the shortfall can be recovered in 2020 and further validation work is ongoing to quantify this.

Income from stock and framework contracts at £5.8m were under the budget of £6m, mainly due to our Emergency Services and Furniture categories under-achieving. This has been partially offset by a better performance from Corporate and Financial services, Food and Fleet frameworks.

Operating costs for 2019 were £32.590m, £1.269m over budget and £2.572m above 2018. The main overspends in the year were across supplies and services and mainly stocktake adjustments. Further additional costs were incurred on sponsorship fees and 3PL deliveries. Partially offsetting these overspends are people savings due to the vacancies that we have held during the year.

Also incurred in the year were exceptional legal and professional costs relating to the proposed acquisition of Findel Education Limited. These costs mainly relate to due diligence work carried out by Walker Morris and PWC which total £0.909m.

In the year we have benefitted from savings following the ERP implementation due to a cleanse of historical purchase order data, these savings have helped support the additional costs incurred following go live, as detailed above.

In 2019 £0.456m of expenditure was funded through the internal earmarked reserve funds. This was planned expenditure approved at the November 2017 and November 2018 Management Committees.

Trade debtors are at £9.6m, up on 2018. This is combination of a delay in producing invoices in December which in turn slowed down the payment collection process, this has been offset by reduced turnover in the year.

The net liabilities of the Organisation as at 31st December 2019 are £1.6m, significantly down on the £14.483m net asset position in last years accounts. Net current assets have remained stable and are at a similar position to that of last year and it is the significant movement across our pension liability of £15.6m which has created a negative balance sheet position. A reduction in the rate used for discounting the scheme's liabilities the main contributor to the change. It is important to note these are theoretical long term liabilities and the strong financial position of the Organisation is reflected in it's working capital position.

On the Balance Sheet is also an amount of £0.5m shown as Debtors: Amounts due after more than one year, this represents a loan issued to one of our related parties, YPO Procurement Holdings. A loan agreement has been drawn up and the full amount plus the accrued daily interest is repayable in full by the end of 2030.

Narrative Statement by the Managing Director

Cash flow movement in the year has increased the cash at bank balances by £1m. This reflects the operating performance of the Organisation in the year and reconciles to the in-year profits, dividends paid, capital expenditure and loans issued. It also reflects the movements in stock, debtors and creditors for the year. The loans issued relates to £0.5m paid to YPO Procurement Holdings Limited, the purpose of the loan was to enable YPO Procurement Holdings Limited to invest in EdTech Impact Limited in the year.

No capital expenditure was incurred in the year. However, should the treatment of the acquisition transaction costs be revised these notes will be amended accordingly.

An agreed dividend distribution of £7.850m for the trading year 2018 was distributed in October 2019. This distribution, as last year, included all customers for the loyalty voucher elements.

5. RETIREMENT BENEFITS

The value of the Organisation's retirement benefits liability as at 31 December 2019 was £42.1 million (31 December 2018 £26.5 million). This significant increase is due to a reduction in the rate used to discount the schemes liabilities from 2.9% to 2.0%

The employer's contribution rate was 14.4% in 2019. (see note 7 to Core Financial Statements - Retirement Benefits)

International Accounting Standard (IAS) 19 - Employee Benefits which covers pension accounting was revised in 2011 and applies to the Organisation's statements from 2014 onwards.

6. SIGNIFICANT MATTERS

The budget submission for the 2019 financial year was given approval by the Management Committee at the meeting in November 2018. The budget was built on assumptions of sales growth on our core business from 2018, an efficient procurement & sourcing process and an increase in our contractual rebate income for the year.

A dividend distribution of £7.850m declared in respect of the 2018 trading year, was distributed in October 2019. This included a non cash loyalty bonus of £1.570m payable to individual customers by way of a voucher to be used against future purchases of product.

YPO Procurement Holdings and its subsidiary YPO Supplies Ltd began trading with YPO Joint Committee in 2014. Board members for YPO Procurement Holdings and YPO Supplies are also members of the Joint Committee board and therefore all transactions in 2019 between the above companies are classed as related party transactions.

7. MEDIUM TERM FINANCIAL STRATEGIES

The 2020 Budget was approved by the Management Committee in November 2019 for the final year of our three year strategy. This strategy focuses on relevance and the importance of YPO remaining relevant not only to their owners and various customer groups but also to an ever changing marketplace. This will ensure we remain competitive whilst continuing to deliver value for money to all public sector Organisations when procuring goods and services.

A medium term financial strategy has also been drawn up alongside the 2020 budget, this assesses the implications today's actions will have over the next 2-5 years and what impact it will have on future profits and financial position.

Within the medium term financial strategy we have prudently estimated that our sales demand remains at current volumes plus inflation over the planning period. This along with an expected growth within our rebates business and a continued focus on efficiencies within our overheads should see net profits increased by 2023.

Simon Hill
Managing Director

Statement of Responsibilities

THE ORGANISATION'S RESPONSIBILITIES

The Organisation is required to:

- make arrangements for the proper administration of its financial affairs and to ensure that one of its officers has the responsibility for the administration of those affairs. In this Organisation that officer is the Chief Finance Officer of the Serving Authority, Wakefield MDC. Day to day financial management is the responsibility of the Managing Director of YPO.
- manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets.
- approve the Statement of Accounts.

THE RESPONSIBILITIES OF THE CHIEF FINANCE OFFICER

The Chief Finance Officer is responsible for the preparation of the Organisation's Statement of Accounts in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom (the code).

In preparing this statement of accounts, the Chief Finance Officer has:

- selected suitable accounting policies and then applied them consistently.
- made judgements and estimates that were reasonable and prudent.
- complied with the local authority Code.

The Chief Finance Officer has also:

- kept proper accounting records which were up to date.
- taken reasonable steps for the prevention and detection of fraud and other irregularities.

CHIEF FINANCE OFFICER

I certify that the Statement of Accounts presents a true and fair view of the financial position of the Yorkshire Purchasing Organisation at 31st December 2019 and its Income and Expenditure for the year then ended.

Signed

Date

NEIL WARREN
Chief Finance Officer

APPROVAL OF THE ACCOUNTS

As the Chair of the body considering the Yorkshire Purchasing Organisation's Statement of Accounts for 2019, I certify that the Accounts have been approved by the Management Committee and are authorised for issue.

Signed

Date

Cllr LES SHAW
Chairperson YPO Management Committee

Auditor's Opinion

Independent auditor's report to the members of Yorkshire Purchasing Organisation

Report on the financial statements

Opinion

We have audited the non-statutory financial statements of Yorkshire Purchasing Organisation ('the Organisation') for the year ended 31 December 2019, which comprise the Movement in Reserves Statement, the Comprehensive Income and Expenditure Account, the Balance Sheet, the Cash Flow Statement, and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19. The non-statutory accounts have been prepared for the reasons set out in Note 1 to the financial statements.

In our opinion, the financial statements:

- give a true and fair view of the financial position of the Organisation as at 31st December 2019 and of the Organisation's income and expenditure for the year then ended; and
- have been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law and the terms of our engagement letter dated 10 December 2019. Our responsibilities under those standards are further described in the Auditor's responsibilities section of our report. We are independent of the Organisation in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of matter – Impact of the outbreak of COVID-19 on the financial statements

In forming our opinion on the Organisation's financial statements, which is not modified, we draw your attention to the Organisation's view on the impact of the COVID-19 as disclosed in Note 1, and the consideration in the going concern basis of preparation in Note 1 and non-adjusting post balance sheet events in Note 19.

Since the balance sheet date there has been a global pandemic from the outbreak of COVID-19. The potential impact of COVID-19 became significant in March 2020 and is causing widespread disruption to normal patterns of business activity across the world, including the UK.

The full impact following the recent emergence of the COVID-19 is still unknown. It is therefore not currently possible to evaluate all the potential implications to the Organisation's trade, customers, suppliers and the wider economy.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Chief Finance Officer's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Chief Finance Officer has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Organisation's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Auditor's Opinion

Other information

The Chief Finance Officer is responsible for the other information. The other information comprises the Narrative Statement. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Responsibilities of the Chief Finance Officer for the financial statements

As explained more fully in the Statement of Responsibilities the Chief Finance Officer is responsible for the preparation of the Statement of Accounts, which includes the financial statements, in accordance with proper practices as set out in the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19, and for being satisfied that they give a true and fair view. The Chief Finance Officer is also responsible for such internal control as the Chief Finance Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

The Chief Finance Officer is required to comply with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2018/19 and prepare the financial statements on a going concern basis, unless the Organisation is informed of the intention for dissolution without transfer of services or function to another entity. The Chief Finance Officer is responsible for assessing each year whether or not it is appropriate for the Organisation to prepare its accounts on the going concern basis and disclosing, as applicable, matters related to going concern.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of the audit report

This report is made solely to the members of Yorkshire Purchasing Organisation, as a body, in accordance with the terms of our engagement letter in connection with the Organisation's decision to prepare non-statutory accounts. Our audit work has been undertaken so that we might state to the members of the Organisation those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members of the Organisation, as a body, for our audit work, for this report, or for the opinions we have formed.

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MOVEMENT IN RESERVES STATEMENT

The Movement in Reserves Statement shows the movement in year on the different reserves held by the Organisation. The surplus (deficit) on Operations line shows the true economic cost of operational activity in the year more details of which, are shown in the Comprehensive Income and Expenditure Statement. The Net increase/(decrease) before transfer to Earmarked Reserves line shows the General Fund Balance prior to any discretionary transfers to or from earmarked reserves applied by the Organisation.

2018	£000's											
	Usable Reserves			Unusable Reserves								Total Reserves
	General Fund Balance	Capital Receipt Reserve	Internal Investment Reserve	Joint Committee Capital Adjustment Account	Earmarked Pension Reserve	Earmarked Accumulated absences account	Revaluation Reserve	Total Usable reserves	Total Unusable reserves			
Balance as at 31 December 2017	28,261	85	1,696	10,327	(25,571)	(111)	0	30,042	(15,355)	14,687		
Movement in Reserves during 2018												
Surplus or (Deficit) on Operations	(2,189)	0	0	0	0	0	0	(2,189)	0	(2,189)		
Other Comprehensive Income	0	0	0	0	1,829	0	156	0	1,985	1,985		
Total Comprehensive Expenditure and Income	(2,189)	0	0	0	1,829	0	156	(2,189)	1,985	(204)		
Adjustments between accounting basis and funding basis under regulation	0	0	0	0	0	0	0	0	0	0		
Net Increase / (Decrease) before transfer to Earmarked Reserves	(2,189)	0	0	0	1,829	0	156	(2,189)	1,985	(204)		
Transfer (to) / from Earmarked Reserves	3,528	0	(1,086)	298	(2,751)	11	0	2,442	(2,442)	(0)		
Increase / (Decrease) in Movement in Year	1,339	0	(1,086)	298	(922)	11	156	253	(457)	(204)		
Balance as at 31 December 2018	29,600	85	610	10,625	(26,493)	(100)	156	30,295	(15,812)	14,483	13	

2019	£000's											
	Usable Reserves			Unusable Reserves								Total Reserves
	General Fund Balance	Capital Receipt Reserve	Internal Investment Reserve	Joint Committee Capital Adjustment Account	Earmarked Pension Reserve	Earmarked Accumulated absences account	Revaluation Reserve	Total Usable reserves	Total Unusable reserves			
Balance as at 31 December 2018	29,600	85	610	10,625	(26,493)	(100)	156	30,295	(15,812)	14,483		
Movement in Reserves during 2019												
Surplus or (Deficit) on Operations	(5,673)	0	0	0	0	0	0	(5,673)	0	(5,673)		
Other Comprehensive Income	0	0	0	0	(10,621)	0	126	0	(10,495)	(10,495)		
Total Comprehensive Expenditure and Income	(5,673)	0	0	0	(10,621)	0	126	(5,673)	(10,495)	(16,168)		
Adjustments between accounting basis and funding basis under regulation	0	0	0	0	0	0	0	0	0	0		
Net Increase / (Decrease) before transfer to Earmarked Reserves	(5,673)	0	0	0	(10,621)	0	126	(5,673)	(10,495)	(16,168)		
Transfer (to) / from Earmarked Reserves	5,520	0	44	(491)	(4,985)	(85)	(4)	5,565	(5,565)	0		
Increase / (Decrease) in Movement in Year	(153)	0	44	(491)	(15,606)	(85)	122	(109)	(16,060)	(16,168)		
Balance as at 31 December 2019	29,447	85	654	10,134	(42,099)	(185)	279	30,186	(31,871)	(1,685)	13	

Comprehensive Income and Expenditure Account

2018 £'000		2019 £'000	Note
112,881	<i>Invoiced Turnover</i>	110,745	6
(81,102)	<i>Cost of Sales</i>	(79,027)	
31,779	<i>Gross Margin</i>	31,718	
4,773	Rebates	5,812	6
1,990	Other Income	2,242	6
38,542	<i>Gross Surplus</i>	39,773	
	<i>Operating Expenses</i>		
(17,719)	Employees	(18,779)	
(984)	Premises	(1,004)	
(7,051)	Supplies and Services	(7,742)	
(4,685)	Transport	(4,726)	
(127)	S.L.A. Costs	(127)	
(0)	Financial and Miscellaneous	(173)	
(191)	Depreciation and revaluation increase/(decrease)	(495)	8
(2,138)	Pension service gain(cost) net of charges made to the general fund	(4,246)	7
(32,896)	<i>Net Operating Expenditure</i>	(37,292)	
5,647	<i>Surplus/(deficit) on trading operations</i>	2,481	
	<i>Financing and investment income and expenditure</i>		
(16)	Impairment Losses - Increase in allowance in the year	(94)	
(613)	Pensions Interest Cost and Expected Return on Pension Assets	(739)	7
47	Interest Receivable	97	
(7,253)	Dividend paid	(7,419)	
(7,836)		(8,154)	
(2,189)	<i>Surplus/(Deficit) on provision of service</i>	(5,673)	
	<i>Other Comprehensive income and expenditure</i>		
1,829	Actuarial gains / (losses) on pension assets / liabilities	(10,621)	
156	Gains / (losses) on revaluations of PPE and depreciation	126	
1,985		(10,495)	
(204)	<i>Total comprehensive Income and Expenditure</i>	(16,168)	

BALANCE SHEET

The Balance Sheet shows the value as at 31st December 2019 of the assets and liabilities recognised by the Organisation. The net assets of the Organisation (assets less liabilities) are matched by the reserves held by the Organisation.

31st Dec 2018 <u>£'000</u>		31st Dec 2019 <u>£'000</u>	<u>Note</u>
Long term Assets			
10,257	Property, Plant and Equipment	9,913	8
70	Intangible Assets	46	8
<u>500</u>	Debtors: Amounts due after more than one year	<u>500</u>	
<u>10,828</u>	Total Long Term Assets	<u>10,459</u>	
Current Assets			
14,456	Inventories	13,690	9
13,137	Short term debtors	14,969	10
<u>9,954</u>	Cash and cash equivalents	<u>10,970</u>	
<u>37,547</u>	Total Current Assets	<u>39,629</u>	
Current Liabilities			
<u>(7,247)</u>	Short term creditors	<u>(9,577)</u>	11
<u>(7,247)</u>	Total Current Liabilities	<u>(9,577)</u>	
<u>30,300</u>	Net Current Assets	<u>30,052</u>	
Long term Liabilities			
(151)	Liability relating to Finance Leases	(96)	
<u>(26,493)</u>	Liability relating to Defined Benefit Pension Scheme	<u>(42,099)</u>	7
<u>14,483</u>	Net Assets / (Net Liabilities)	<u>(1,685)</u>	
Financed by:			
Usable Reserves			
29,600	General Fund	29,447	
85	Usable Capital Receipts Reserve	85	13
610	Internal Investment reserve	654	13
Unusable Reserves			
10,625	Joint Committee Capital Adjustment Account	10,133	13
<u>(26,493)</u>	Pension Reserve	<u>(42,099)</u>	13
(100)	Earmarked Accumulated Absences Account	(185)	13
156	Revaluation Reserve	279	13
<u>14,483</u>	Total Reserves	<u>(1,685)</u>	

CASH FLOW STATEMENT

The Cash Flow Statement shows the changes in cash, and cash equivalents, of the Organisation during the reporting period. The statement shows how the Organisation generates and uses cash, and cash equivalents, by classifying cash flows between operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which operations of the Organisation are performing. Investing activities represent the extent to which cash inflows have been made for resources which are intended to contribute to the Organisation's future operations.

2018		2019
£'000		£'000
(2,189)	Net surplus/(deficit) on the provision of service	(5,673)
	Adjustment to the net surplus/(deficit) for non cash movements	
177	Depreciation and revaluation increase/(decrease)	440
(1,707)	(Increase)/Decrease in Inventories	766
1,517	(Increase)/Decrease in Debtors	(1,832)
2,751	(Increase)/Decrease in Pension Liability	4,985
(790)	Increase/(Decrease) in Creditors	2,330
(1,132)	Redemption of loyalty vouchers	(1,028)
817		5,661
	Adjustments for items included in the net surplus/(deficit) that are financing/investing activities	
7,253	Dividend payment	7,419
7,253		7,419
5,881	Net cash flows from operating activities	7,406
	Investing Activities	
(489)	Purchase of PPE	0
(489)		0
	Financing Activities	
(500)	Loans issued	0
(6,122)	Dividends paid to Members	(6,390)
(6,622)		(6,390)
(1,229)	Net Increase/(Decrease) in Cash and Cash Equivalents	1,016
11,183	Cash and Cash Equivalents at the beginning of the reporting period	9,954
9,954	Cash and Cash Equivalents at the end of the reporting period	10,970

Note on operating activities

	The cash flows from operating activities include the following items	
47	Interest Receivable	97
47		97

Notes to the Core Financial Statements

The following notes provide more detailed information in order to assist understanding of the main financial statements.

1. STATEMENT OF ACCOUNTING POLICIES

GENERAL PRINCIPLES

As a Joint Committee, YPO is no longer required to comply with the Accounts and Audit regulations 2015. However, it has been agreed that YPO will continue to produce a statement of accounts in accordance with the C.I.P.F.A Code of Practice on Local Authority Accounting in the United Kingdom 2018/19, supported by International Financial Reporting Standards (IFRS).

The Organisation recognises that the Comprehensive Income and Expenditure Statement does not fully comply with the Code of Practice by not including a service analysis. This is due to the Organisation being a single service business operation with no reliance on external funding, or having any direct impact on the finances of any member authority. Additionally the Organisation's status as a joint committee prevent it from taking advantages of certain statutory overrides contained within the code.

The Organisation has complied with the Code of Practice in all other respects and has concluded that the financial statements present a true and fair view of the authority's financial position, financial performance and cash flows.

The following policies have been adopted in compiling the accounts:

Fundamental Accounting Concepts:

- The accounts have been prepared on a historical cost basis, except that certain categories of assets are re-valued at regular intervals.
- The revenue and capital accounts are maintained on an accruals basis. This means that expenditure and income are recognised in the accounts in the period in which they are incurred or earned, not as money is paid or received. Income is also matched with associated costs and expenses as far as the relationship can be established or justifiably assumed.
- Consistent accounting policies have been applied both within the year and between years. Where accounting policies are changed, the reason and effect have been separately disclosed.
- Income has only been recognised within the accounts where there is a reasonable certainty, and proper allowances have been made for all foreseeable losses and liabilities.
- The accounts have been prepared on a going concern basis. The impact of the Covid-19 pandemic has been considered when reaching this assessment. However, during this time we haven't identified any material uncertainties and the period considered is not less than 12 months from the date of preparing these accounts. The factors we have considered in reaching this judgement include the fact that YPO has remained operational and continued supplying the public sector with food and other essential goods during this period, in addition is the continued support we have received from our lead authority, the nature of our customers means that outstanding invoices will be paid and cash will continue to flow into the business and extensive financial modelling has taken place to assess the impact of this outbreak and prepare us for any scenario.
- The accounting statements have been prepared so as to reflect the reality or substance of the transactions and activities underlying them, rather than their formal legal character.
- As allowed under the Code the concept of materiality has been utilised in the process of preparing the accounts, such that insignificant items and fluctuations under an acceptable level of tolerance are permitted provided that in aggregate they would not affect the interpretation of the accounts by an informed reader.
- Where estimating techniques are required to enable the accounting practices adopted to be applied, the techniques which have been used are, in YPOs view, appropriate and consistently applied. Where the effect of a change to an estimation technique is material, a description of the change and, where practical, the effect on the results for the current period are separately disclosed, Note 4 to the core financial statements provides further details.
- In accordance with the Code, where an accounting treatment is prescribed by law, then it has been applied, even if it contradicts accounting standards or generally accepted accounting concepts.

a. ACCRUALS OF INCOME AND EXPENDITURE

Activity is accounted for in the year that it takes place, not simply when cash payments are made or received. In particular debtors and creditors for revenue and capital transactions are accrued, except for certain cases which are not considered material. For items of this nature, a consistent approach is adopted.

b. TURNOVER

Turnover is the value of invoiced sales during the year, adjusted for the value of deliveries prepared to 31st December for which invoices were not raised until January. Rebates refer to the value of commission earned on contractual activity in the year. Other income includes marketing support for catalogue production and promotion.

c. OVERHEADS

The Organisation is a single service entity and as such all overhead costs are included in the revenue account inclusive of accruals prepayments for the period to which they relate.

d. COMPONENTISATION OF NON CURRENT ASSETS

Non Current assets valued through the Organisation's five year programme of valuations are assessed for any significant components, where the value of the asset is greater than £1 million on revaluation. If an individual component's value is deemed by the business to be significant in relation to the total value of the asset then that component will be depreciated separately.

Notes to the Core Financial Statements

Capital expenditure is monitored throughout the year and included in the budget and business planning process to identify replacement or changes of a significant component on non current assets.

The carrying value of any component being replaced will be charged to the revenue account as a disposal. This balance is then reversed out of the General Fund in the Movement in Reserves Statement and posted to the Joint Committee Capital Adjustment Account.

e. NON CURRENT ASSETS

- i) Expenditure on the acquisition, creation or enhancement of non current assets , with a value in excess of £5,000, is capitalised on an accruals basis, provided they have an estimated life in excess of one year. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits is charged as an expense when it is incurred. All expenditure on non current assets that is capitalised is recognised in the Organisation's Asset Register and Balance Sheet and depreciated over the useful life of the asset.
- ii) The different categories of non current assets are valued differently. Non current assets not classed as land and buildings are valued at purchase price plus any costs attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.
- iii) Non-current Assets classed as land and buildings, which are included in the Balance Sheet at fair value are revalued sufficiently regularly to ensure that their carrying amount is not materially different from the fair value at the year-end, but as a minimum every five years. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains. Where decreases in value are identified the accounting treatment is that the carrying amount of the asset is written down against any revaluation gain in the Revaluation Reserve or where there is no, or insufficient balance in the Revaluation Reserve the asset is written down against the Comprehensive Income and Expenditure Account.

The latest valuation date of land and buildings was 10th December 2019, and was carried out by J Duck FRICS of NPS Humber Ltd.

- iv) Land and buildings are assessed at each year-end as to whether there is any indication that an asset may be impaired. Where indications exist and any possible differences are estimated to be material, the recoverable amount of the asset is estimated and, where this is less than the carrying amount of the asset, an impairment loss is recognised for the shortfall.

Where an impairment of land and buildings has been recognised it is accounted for as a charge in the Comprehensive Income and Expenditure Statement where there is no or insufficient accumulated gains in the Revaluation Reserve against which all losses can be written off.

Where an impairment loss is reversed subsequently, the reversal is credited to the Comprehensive Income and Expenditure Statement, up to the amount of the original loss, adjusted for depreciation that would have been charged if the loss had not been recognised.

- v) Where a revaluation loss on land and buildings is recognised as part of a review or a valuation exercise it is accounted for as a charge against the Comprehensive Income and Expenditure Account where there is no or insufficient accumulated gains in the Revaluation Reserve which all losses can be written off.
- vi) When a non-current asset is disposed of, or decommissioned, any gain or loss on the disposal is credited or charged to the Comprehensive Income and Expenditure Statement. The gain or loss is calculated by reference to the difference between the sale proceeds of the asset and the value of the asset in the balance sheet plus any material costs of disposal. Any revaluation gains in the Revaluation Reserve, relating to the asset disposed of, are transferred to the Joint Committee Capital Adjustment Account.

Receipts from disposals are credited to the Usable Capital Receipts Reserve and can be used for new capital investment. Receipts are appropriated to the Usable Capital Receipts Reserve from the Movement in Reserves Statement.

- vii) Depreciation has been provided for using the straight-line method on Buildings (excluding land), Vehicles and Equipment and is charged from the time the asset becomes operational. The useful lives of the various assets held on the Asset Register are as follows:

Freehold Buildings	2019
41 Industrial Park	42 years
Flanshaw Way	38 years
Motor Vehicles	up to 5 years
Warehouse and Office Equipment	up to 15 years
Computers	up to 5 years

Where an item of Property, Plant and Equipment has major components whose cost is significant in relation to the total cost of the item, the components are depreciated separately.

Revaluation gains are also depreciated with an amount equal to the difference between the current value depreciation charged on assets and the depreciation that would have been chargeable based on their historical cost being transferred each year from the Revaluation Reserve to the Joint Committee Capital Adjustment Account.

f. INTANGIBLE ASSETS

Intangible assets are assets that do not have any physical substance but which the Organisation controls access to the future economic benefits derived from them, either through custody or legal protection.

Notes to the Core Financial Statements

Expenditure on intangible assets is subject to the same recognition criteria as tangible non-current assets as stated in note d. Intangible assets will be brought on to the Balance Sheet at cost and amortised on a straight line basis over the period for which benefit is received. It is assumed there will be nil residual value. Annual reviews of the value of intangible fixed assets will be undertaken.

Amortisation has been provided for using the straight line method on Intangible assets and is charged from the time the asset becomes operational. The useful life of the Intangible assets held on the Register are as follows:

Internally generated & Software intangible assets - IT & Website Development/Testing & Project management - 3 years

g. RESERVES

The Organisation sets aside specific amounts as reserves for future purposes or to cover contingencies. Reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When expenditure financed from a reserve is incurred, it is charged to the Consolidated Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement.

The Organisation differentiates between usable and unusable reserves on the basis contained within the Code however certain statutory overrides allowable by statute to Local Authorities and contained within the Code are not available to a joint committee. Where this is the case the Organisation has voluntarily adopted the principles of the Code.

h. EMPLOYEE BENEFITS

The Organisation accounts for employee benefits in accordance with the requirements of IAS 19.

Benefits payable during employment

Short-term employee benefits are those due to be settled within 12 months of the year-end. They include such benefits as wages and salaries, paid annual leave and paid sick leave, bonuses and non monetary benefits (e.g. cars) for current employees and are recognised as an expense in the year in which employees render service. An accrual is made for the cost of holiday entitlements (or any form of leave) earned by employees but not taken before the year-end which employees can carry forward into the next financial year. The accrual is made at average salary rate. The accrual is charged to the Comprehensive Income and Expenditure Statement but then reversed out through the Movement in Reserves Statement so that holiday benefits are charged to revenue in the financial year in which the holiday absence occurs.

Termination Benefits

Termination benefits are amounts payable as a result of a decision by the Organisation to terminate an officer's employment before the normal retirement date or an officer's decision to accept voluntary redundancy and are charged on an accrual basis to the relevant line in the Comprehensive Income and Expenditure Statement.

Where termination benefits involve the enhancement of pensions, statutory provisions require the General Fund balance to be charged with the amount payable by the Organisation to the pension fund or pensioner in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, appropriations are required to and from the Pensions Reserve to remove the notional debits and credits for pension enhancement termination benefits and replace them with debits for the cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end.

Post Employment Benefits

Employees of the Organisation are members of the Local Government Pensions Scheme known as the West Yorkshire Pension Fund and administered by Bradford Council. The scheme is a defined benefit scheme providing employees with a retirement lump sum and pension.

The Local Government Pension Scheme

The liabilities of the West Yorkshire Pension Fund attributable to the Organisation are included in the Balance Sheet on an actuarial basis using the projected unit method - i.e. an assessment of the future payments that will be made in relation to retirement benefits earned to date by employees, based on assumptions about mortality rates, employee turnover rates etc and projections of earnings for current employees.

Liabilities are discounted to their value at current prices, using a discount rate of 2.0% on funded liabilities and 2.0% on unfunded liabilities (based on a weighted average of "spot yields" on AA rated corporate bonds).

The assets of West Yorkshire Pension Fund attributable to the Organisation are included in the Balance Sheet at their fair value:

- . quoted securities - current bid price
- . unquoted securities - professional estimate
- . unitised securities - current bid price
- . property - market value

The change in the net pensions liability is analysed into seven components:

Current service cost - the increase in liabilities as a result of years of service earned this year allocated in the Comprehensive Income and Expenditure Statement.

Notes to the Core Financial Statements

Past service cost - the increase / decrease in liabilities arising from current year decisions whose effect relates to years of service earned in earlier years - debited to the Comprehensive Income and Expenditure Statement.

Interest Cost - the expected increase in the present value of liabilities during the year as they move one year closer to being paid debited to the Comprehensive Income and Expenditure Statement

Expected return on Assets - the annual investment return on the fund assets attributable to the Organisation, based on the average of the expected long term return credited to the Comprehensive Income and Expenditure Statement.

Gains or losses on settlements and curtailments - the result of actions to relieve the Organisation of liabilities or events that reduce the expected future service or accrual of benefits of employees - debited or credited to the Comprehensive Income and Expenditure Statement.

Actuarial Gains and Losses - Changes in the net pensions liability that arise because events have not coincided with assumptions made at the last actuarial valuation or because the actuaries have updated their assumptions - debited to the Pensions Reserve.

Contributions paid to the West Yorkshire Pension Fund - cash paid as employers contributions to the pension fund in settlement of liabilities; not accounted for as an expense.

In relation to retirement benefits, statutory provisions require the General Fund balance to be charged with the amount payable by the Organisation to the pension fund or directly to pensioners in the year, not the amount calculated according to the relevant accounting standards. In the Movement in Reserves Statement, this means that there are appropriations to and from the Pensions Reserve to remove the notional debits and credits for retirement benefits and replace them with debits for cash paid to the pension fund and pensioners and any such amounts payable but unpaid at the year-end. The balance that arises on the Pensions Reserve thereby measures the beneficial impact on the General Fund of being required to account for retirement benefits on the basis of cash flows rather than as benefits earned by employees.

Discretionary Benefits

The Organisation has limited powers to make discretionary awards of retirement benefits in the event of early retirements. Any liabilities estimated to arise as a result of an award to any member of staff are accrued in the year of the decision to make the award and accounted for using the same policies as are applied to the Local Government Scheme.

i. TAXATION

YPO, as a Joint Committee owned by local authorities, is exempt from Income, Corporation and Capital Gains Taxes. Income and expenditure normally excludes amounts relating to Value Added Tax (VAT), as VAT collected is payable to HM Revenue and Customs and VAT paid is normally recoverable from them. Exceptionally, if VAT is irrecoverable it is charged to revenue expenditure or capital expenditure as appropriate.

j. EXCEPTIONAL ITEMS AND PRIOR YEAR ADJUSTMENTS

Any material exceptional items are separately disclosed in the accounts.

Any material prior period adjustments arising from changes in accounting policies or from the correction of fundamental errors will be accounted for by restating the comparative figures in the financial statements and notes, together with the cumulative effect on reserves. The effect of any material prior period adjustments will be disclosed separately as a note to the Core Financial Statements.

k. EVENTS AFTER THE BALANCE SHEET DATE

Events after the Balance Sheet date are reflected in the accounts up to the date when the Statement of Accounts was authorised for issue and are accounted for in accordance with IAS10.

Where an event arises which provides additional evidence relating to conditions existing at the Balance Sheet date, or which indicates that application of the going concern concept to the Organisation is not appropriate (an adjusting event), then adjustments have been made to the accounts, where the amounts are material .

Any material event, which concerns conditions that did not exist at the Balance Sheet date (a non-adjusting event), has been disclosed as a note to the Core Financial Statements. The note states the nature of the event and, where possible, an estimate of its financial effect.

l. INTEREST RECEIVABLE/PAYABLE

All Interest is recognised in the Financial Statements during the period in which it became due for payment to or by the Organisation.

m. INVENTORIES

Inventories are valued at average cost, and shown in the accounts at the lower of cost or net realisable value.

n. LEASES

The Organisation accounts for leases in accordance with the requirements of IAS17.

YPO accounts for leases as finance leases when substantially all the risks and rewards relating to the leased property transfer to YPO. Rental payments under finance leases are apportioned between the finance charge and the reduction of the outstanding lease obligation (deferred liability). Non-current Assets held under finance leases are accounted for as part of Property, Plant and Equipment.

Notes to the Core Financial Statements

Rentals payable under operating leases are charged to revenue on a straight line basis over the term of the lease even if this does not match the pattern of payments (e.g. quarterly billing straddling an accounting period).

o. CONTINGENT LIABILITIES & ASSETS

Contingent liabilities are not accrued in the accounting statements. Material contingent liabilities are identified in a note to the core financial statements if there is a possible obligation, which may require a payment or transfer of economic benefits.

p. PROVISIONS

Provisions are recognised in the accounts in accordance with IAS 37, where:

- i) The Organisation has a present obligation (legal or constructive) as a result of a past event,
- ii) It is probable that a transfer of economic benefits will be required to settle the obligation, but the timing of the transfer is uncertain; and
- iii) A reliable estimate can be made of the amount of the obligation.

Contributions to provisions are charged to the appropriate revenue account and any subsequent expenditure arising, to which the provision relates, is charged to the provision. The level of each provision is reviewed at the year end and, if appropriate, adjusted by reversing the contribution to the provision and crediting the relevant revenue account.

Provisions are classified as long term (in excess of twelve months) and short term (less than twelve months).

q. FINANCIAL INSTRUMENTS

The Organisation's financial instruments are represented by bank balances, investments, loans receivable, trade creditors and trade debtors.

Bank balances are represented by cash balances held in UK bank accounts and are shown on the face of the Balance Sheet. Interest earned on balances are credited to the Comprehensive Income and Expenditure Statement.

Investments made with other Organisations earn a fixed interest agreed at the time of investment and are for a fixed term. Interest earned on investments are credited to the Comprehensive Income and Expenditure Statement.

Loans receivable constitute loans issued by the Organisation, all loans accrue interest on a daily basis and are for a fixed term.

Trade debtors are stated in the Balance Sheet at historical cost. Irrecoverable debt is written off in the Comprehensive Income and Expenditure Statement. The Organisation is restricted to dealing with customers in the Public Sector and therefore its exposure to bad debt is minimised.

Trade Creditors are carried at historical cost and represent amounts owing to third party suppliers. Creditor accounts are settled on a cash basis when:-

- . satisfactory provision of the goods or service has been performed
- . there is reasonable evidence that the goods or service is imminent or substantially complete
- . an agreed contractual obligation exists to remit payment.

The Organisation has developed a global sourcing programme leading to increased trade with non euro zone suppliers. Every reasonable action to minimise the risk associated with sourcing product from non UK based suppliers has been taken.

r. ESTIMATION TECHNIQUES

This statement of accounts includes estimated figures for income due from suppliers in respect of marketing contributions and rebates earned on contractual business. The estimations are based on a prudent approach utilising prevailing market conditions, historical knowledge and contracted agreements.

Additionally estimates are included on valuations of certain elements of property, plant and equipment, inventory and the pension fund. These estimates are provided by third parties holding relevant professional qualifications and are disclosed in the relevant notes to these accounts.

s. CASH & CASH EQUIVALENTS

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are investments made with other local authorities which earn a fixed interest rate over a specific term, usually for a period of 6 to 12 months.

Notes to the Core Financial Statements

t. FOREIGN CURRENCY TRANSLATION

Where business transactions are processed in a currency other than Sterling the Sterling value at the point of the currency translation has been used. Where the amounts in foreign currency are outstanding at the year-end, they are reconverted at the spot exchange rate as at the 31 December. Resulting gains or losses are recognised in the Comprehensive Income and Expenditure Statement.

u. DEBTORS

Debtors are represented by balances due to the Organisation on trading activities net of an impairment allowance for bad or doubtful debt. They are stated at historical cost.

v. CREDITORS

Creditors are represented by balances owed by the Organisation on trading activities they are stated at historical cost. Creditor amounts due in foreign currencies at the end of the accounting period are re-stated on the prevalent conversion rate as at 31st December.

w. IMPACT OF ACCOUNTING STANDARDS ADOPTED SINCE THE LAST ACCOUNTING PERIOD

The Organisation has been impacted through adopting IFRS 15 and IFRS 9 in this accounting period.

IFRS 15 - Revenue from contracts with customers. The steps to apply when recognising revenue is relevant given the nature of the Organisation. All income streams adhere to the criteria and revenue is only recognised when the performance obligations have been fulfilled. Income from our stock and food business, where orders are fulfilled by the Organisation, is recognised once delivery to the customer has been confirmed. The biggest impact is across our direct supply orders, where fulfilment is carried out by third party suppliers, we ensure that income is only recognised when confirmation and proof of delivery to the customer has been provided by the third party provider.

IFRS 9 - Financial Instruments. The amendments to recognition, measurement and impairments criteria have been adopted. Particularly with regards to the impairment provision calculations for amounts owed to the Organisation. Due to the simple nature of the Organisation's financial assets the impact of this standard is minimal. Any assets that arise in the future and require a different treatment will be done so in line with this standard.

2. ACCOUNTING STANDARDS THAT HAVE BEEN ISSUED BUT NOT YET ADOPTED

The Code of Practice on Local Authority Accounting 2018/19 requires the Organisation to disclose information relating to the impact on the financial statements as a result of the adoption by the Code of a new standard that has been issued, but is not yet required to be adopted by the Organisation. There are no new accounting standards due to come into force in the next year.

The Organisation does not expect any significant changes however all the standards will be fully assessed and adopted where necessary in the 2020 Statement of Accounts.

3. CRITICAL JUDGEMENTS IN APPLYING ACCOUNTING POLICIES

In applying these accounting policies the Organisation has made certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are :

Application of code provisions

Judgements have been made with regards to applying the code provisions for Local Authorities to YPO, a Joint Committee. We recognise that certain provisions of the code do not apply to the Organisation, including certain disclosures concerning the General fund and usable / unusable reserves. However, we have continued to do so for presentational and decision making purposes and acknowledge that any powers attributed to this classification no longer applies to the Organisation.

Leasing

The Organisation has reviewed all classes of leases held by the Organisation and concluded that all existing leases to the 31st December 2019 constitute operating leases and therefore have no impact on the re-statement to and IFRS basis of accounting. This is with the exception of a lease agreement for the supply of IT equipment has been classified as a Finance lease due to all the risks and rewards relating to the leased equipment transferring to YPO, details of this lease are included within note 15 of this statement.

Related Party Transactions

The Organisation trades extensively with its owning authorities however, as no one particular authority can exert any controlling influence over the Organisation and all transactions are on an arms length basis they are not classified as related parties in this statement of accounts. For clarity trading with member authorities is included under note 17 of this statement.

Asset ownership

Under s102 of the Local Government Act 1972, a Joint Committee does not have the corporate status to acquire assets. However, given that YPO both enjoys the economic benefits from and assumes liabilities for its land and building assets, the "substance over form" policy justifies the inclusion of the assets in the Organisation's accounts.

Invoicing of direct supply goods

Up until December 2019 the method of invoicing customers for direct supply orders was triggered by the invoice being received from the third party supplier, which results in income being recognised in the period in which the transaction is processed rather than when it is delivered. This method was non-compliant with IFRS 15 and the criteria needed to be met when recognising income. From December 2019, a system change took place which now requires confirmation from the supplier that their obligations have been fulfilled before we recognise the income in that period. Therefore as at the 31st December no income has been accounted for before the performance obligations of the contract have been met.

Notes to the Core Financial Statements

4. ASSUMPTIONS MADE ABOUT THE FUTURE AND OTHER MAJOR SOURCES OF ESTIMATION UNCERTAINTY

The Statement of Accounts contains estimated figures that are based on either assumptions made by the Organisation about the future or that are otherwise uncertain. Estimates are made taking into account historical experience, current trends and other relevant factors. However, because balances cannot be determined with certainty, actual results could be materially different from the assumptions and estimates.

Items included in this Statement of Accounts for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Pensions Liability

Estimation of the net liability to pay pensions depends on a number of complex judgements relating to the rate at which salaries are projected to increase, changes in retirement ages, mortality rates, expected returns on pension assets and the discount rates used bring future assumptions to present values. A firm of consulting actuaries is engaged to provide the Organisation with expert advice about the assumptions to be applied.

These assumptions interact in complex ways and could produce a range of different results depending on the mix of changes in assumptions. For instance, a 0.1% increase in the discount rate assumption would result in a decrease in the pension liability of around £2.713m.

Framework Contract Income

This statement of accounts includes an estimate of income due to the Organisation from suppliers operating on the Organisation's framework contracts as at 31st December. This estimate is on the basis described in note 1 (point r).

Whilst every effort is made by the Organisation to accurately forecast balances due to the Organisation as at the year end, there is a risk that returns on these contracts may either exceed or be less than the estimate made at the date of the closure of the accounts. The impact on the statements in the following year will be dependent on the mix of positive and negative variances against estimates. If the estimate of income due was to be different by 10% this would represent a movement of around £230K.

Property, Plant & Equipment

Assets are depreciated over useful lives that are dependent on assumptions about the level of repairs and maintenance that will be incurred in relation to individual assets.

The Organisation takes independent advice on the valuation of buildings and believes the depreciation policies adopted accurately reflect the current market value of assets held, however there is a risk that any sale value will be very much dependent on the economic climate at the point of sale. At the year end the Organisation was not intending disposing of any major assets.

Foreign currency transactions

Transactions in foreign currencies are recorded in the statement of accounts in sterling using the spot exchange rate on recognition of the liability.

Goods in transit from an overseas source are included in this statement of accounts valued at the spot rate as at the 31st December and any exchange rate difference arising on the actual payment will be accounted for in the income and expenditure account. The difference relates to the movement in spot rates between the two events.

5. MATERIAL ITEMS OF INCOME AND EXPENDITURE

During 2019 there have been several items of material income and expenditure that have been reflected in this statement of accounts. The main ones are;

In the year £0.8m of transaction costs, relating to the proposed acquisition of Findel Education Limited, have been incurred and expensed through the I&E account.

Following a system change in December we experienced issues in recognising and fulfilling some customer orders, especially across our Food business. This resulted in some customers being inconvenienced and as a result YPO have agreed a discount for these orders. A provision of £0.093m has been included in the accounts for these costs.

When preparing for the system change in December 2019, a review of open purchase orders identified £0.432m of goods received and not invoiced, as these orders were over 12 months old the provision for the invoices has been released and a saving recognised in the accounts.

6. TURNOVER

Turnover is the VAT exclusive value of invoiced sales for goods supplied from stock and by 'direct supply' arrangements. See also Statement of Accounting Policies note 1(b). Commission income from framework contracts arranged by the Organisation for customers is shown as Rebates. Supplier contributions for marketing support, canteen sales and other non-trading income are shown in Other Income.

Notes to the Core Financial Statements

7. RETIREMENT BENEFITS

Participation in pension schemes

As part of the terms and conditions of employment of its officers and other employees, YPO offers retirement benefits. Although these benefits will not actually be payable until employees retire, the Organisation has a commitment to disclose the liabilities as at the time that officers and employees earn their future entitlement.

The Organisation participates in the Local Government Pension Scheme (LGPS), administered by the West Yorkshire Pension Fund (WYPF). This is a funded defined benefit final salary scheme, meaning that the Organisation pays contributions into a fund, calculated at a level intended to balance the pension liabilities with investment assets. The employers' rate of contribution for January to December 2019 was 14.4%. Employees contributions in 2019 were between 5.5% and 12.5% depending on salary.

In addition the Organisation has awarded discretionary post-retirement benefits upon early retirement - this is an unfunded element of the defined benefit final salary scheme, under which liabilities are recognised when awards are made. However, there are no investment assets built up to meet these pension liabilities, and cash has to be generated to meet actual pension payments as they eventually fall due.

Transactions relating to post - employment benefits

The Organisation is required to recognise the cost of retirement benefits when employees earn them, rather than when they are actually paid to pensioners. However the charge made against the general fund balance is limited to the employer's contributions payable to the Pensions Fund in the year, so the real cost of retirement benefits is reversed out in the Movement in Reserves Statement.

The following transactions have been made in the Comprehensive Income and Expenditure Statement and the Statement of Movement in Reserves Statement during the year.

	Funded	Unfunded	Total	Funded	Unfunded	Total
	2018	2018	2018	2019	2019	2019
	£'000	£'000	£'000	£'000	£'000	£'000
Comprehensive Income and Expenditure Account						
Cost of Service						
Current Service Cost	4,012	0	4,012	3,674	0	3,674
Past Service Cost	155	0	155	2,643	0	2,643
Curtailment (Gain)/Loss	0	0	0	0	0	0
Financing and investment income and Expenditure						
Net interest Expense	591	22	613	715	24	739
Total Post Employment Benefit Charged to the surplus or Deficit on the Provision of Services	4,758	22	4,780	7,032	24	7,056
Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement						
Remeasurement of the net defined benefit liability						
Return on plan assets (gains)/losses	6,731	0	6,731	(12,136)	0	(12,136)
Actuarial (Gains) and losses-demographic assumptions	0	0	0	0	0	0
Actuarial (Gains) and losses-experience	415	7	422	339	2	341
Actuarial (Gains) and losses-financial assumptions	(8,953)	(29)	(8,982)	22,351	65	22,416
Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement	2,951	0	2,951	17,586	91	17,677
Movement in Reserves Statement						
Reversal of net charges made to the comprehensive Income and Expenditure account for post employment benefits in accordance with the Code	(4,758)	(22)	(4,780)	(7,032)	(24)	(7,056)
Actual amount charged against the General Fund balance for pensions in the year:						
- employer's contributions to the pension scheme	1,967	0	1,967	2,009	0	2,009
-retirement benefits payable to pensioners	0	62	62	0	62	62
Total Charge against the General fund	(2,791)	40	(2,751)	(5,023)	38	(4,985)

Post retirement mortality assumptions as at 31st December applicable to funded and unfunded pensions

	Males		Females	
	2018	2019	2018	2019
Rating to base table	0	0	0	0
Scaling to base table rates (Current)	105%	105%	90%	90%
Scaling to base table rates (Future)	115%	115%	90%	90%
Cohort improvement factors	CMI2012	CMI Paper91	CMI2012	CMI Paper91
Minimum underpin to improvement factors	1.50%	1.50%	1.50%	1.50%
Future lifetime from age 65 (currently aged 65)	22.1	22.2	25.3	25.4
Future lifetime from age 65 (currently aged 45)	23.1	23.2	27.1	27.2

Notes to the Core Financial Statements

Pension assets and liabilities recognised in the Balance Sheet

The amount included in the Balance Sheet arising from the Organisations obligation in respect of its defined benefit schemes is as follows:

	Funded		Unfunded	
	2018	2019	2018	2019
Recognised in the Balance Sheet	£000s	£000s	£000s	£000s
Fair value of assets	89,062	102,988	0	0
Present value of the defined benefit obligation	(114,695)	(144,198)	(860)	(889)
Net liability arising from defined benefit obligation	(25,633)	(41,210)	(860)	(889)

Reconciliation of Fair Value of the Scheme Assets

The unfunded liabilities do not have assets in the scheme to support them. Below is a breakdown of scheme assets in relation to the funded liabilities.

	2018 £'000	2019 £'000
Balance at 1st January	94,471	89,062
Interest income	2,350	2,572
Remeasurement gains/ (losses) on assets	(6,731)	12,136
Employer contributions	1,967	2,009
Contributions by scheme participants	810	836
Benefits paid	(3,805)	(3,627)
Balance at 31st December	89,062	102,988

Reconciliation of present value of the scheme liabilities (defined benefit obligation)

	Funded Liabilities		Unfunded Liabilities	
	2018	2019	2018	2019
	£'000	£'000	£'000	£'000
Balance at 1st January	(119,120)	(114,695)	(922)	(860)
Current Service Cost	(4,012)	(3,674)	0	0
Interest Cost	(2,941)	(3,287)	(22)	(24)
Contributions by scheme participants	(810)	(836)	0	0
Remeasurement gains and (losses)				
<i>Actuarial gains and (losses) - demographic assumptions</i>	0	0	0	0
<i>Actuarial gains and (losses) - financial assumptions</i>	8,953	(22,351)	29	(65)
<i>Actuarial gains and (losses) - experience</i>	(415)	(339)	(7)	(2)
Benefits paid	3,805	3,627	62	62
Past service costs and curtailments	(155)	(2,643)	0	0
Balance at 31st December	(114,695)	(144,198)	(860)	(889)

Local Government Pension Scheme Assets

The discretionary benefits arrangements have no assets to cover liabilities. The Local Government Pension Scheme's assets consist of the following categories, by proportion of the total assets held:

	Assets held	
	2018	2019
Equity investments	74.60%	78.30%
Property	4.20%	4.30%
Bonds	14.30%	14.40%
Other assets *	6.90%	3.00%
TOTAL	100.0%	100.0%

* Other holdings may include hedge funds, currency, asset allocation futures and other financial instruments. It is assumed that these will get a return in line with equities.

Notes to the Core Financial Statements

Basis for estimating assets and liabilities

Liabilities have been assessed on an actuarial basis using the projected unit credit method, an estimate of the pensions that will be payable in future years dependent on assumptions about mortality rates and salary levels. The scheme has been assessed by Hewitt Associates Limited, an independent firm of actuaries. Estimates for the fund have been based on the latest full valuation of the funded scheme as at the 31st March 2016 and the unfunded scheme as at 31st December 2017.

	Funded element		Unfunded element	
	2018	2019	2018	2019
Mortality assumptions				
Longevity at 65 for future pensioners				
Men	23.1 years	23.2 years	22.1 years	22.2 years
Women	27.1 years	27.2 years	25.3 years	25.4 years
Longevity at 65 for current pensioners				
Men	22.1 years	22.2 years	22.1 years	22.2 years
Women	25.3 years	25.4 years	25.3 years	25.4 years
Rate of Inflation (RPI)	3.30%	3.00%	3.30%	3.00%
Rate of Inflation (CPI)	2.20%	2.20%	2.20%	2.20%
Rate of Increase in Salaries	3.45%	3.45%	-	-
Rate of Increase in Deferred Pensions	2.20%	2.20%	-	-
Rate of Increase in Pensions	2.20%	2.20%	2.20%	2.20%
Rate for discounting scheme liabilities	2.90%	2.00%	2.90%	2.00%
Take-up of option to convert annual pension into retirement lump sum	75.00%	75.00%		

The estimation of the defined benefit obligations is sensitive to the actuarial assumptions set out in the table above. The sensitivity analysis below have been determined based on reasonably possible changes of the assumptions occurring at the end of the reporting period and assumes for each change that the assumption analysed changes while all the other assumptions remain constant. The assumptions in longevity, for example, assume that life expectancy increases or decreases for men and women. In practice, this is unlikely to occur, and changes in some of the assumptions may be interrelated. The estimations in the sensitivity analysis have followed the accounting policies for the scheme, i.e. on an actuarial basis using the projected unit credit method.

Impact on the Defined benefit Obligation in the Scheme

	Increase in Assumption £000	Decrease in Assumption £000
Member Life expectancy (+ or - 1 year)	4,806	(4,753)
Rate of increase in salaries (+ or - 0.1%)	713	(706)
Rate of increase in pensions (+ or - 0.1%)	2,044	(2,013)
Rate for discounting scheme liabilities (+ or - 0.1%)	(2,713)	2,765

Impact on the Organisation's Cash Flows

The liabilities show the underlying commitment that the Organisation has in the long run to pay post employment / retirement benefits. The total liability of £42,099k has a substantial impact on the net worth of the Organisation as recorded in the balance sheet. Arrangements for funding the deficit mean that the financial position of the Organisation remains healthy.

- The deficit on the scheme will be made good by contributions over the remaining working life of employees (i.e. before payments fall due), as assessed by the scheme actuary.
- Finance is only required to be raised to cover discretionary benefits when the pensions are actually paid.

The contributions expected to be made by the Organisation to the Local Government Pension Scheme in the year to 31st December 2020 are £1.930m. In addition, contributions towards the unfunded obligations will be required. Expected contributions for the discretionary benefits in the year to 31st December 2020 are £0.063m.

The weighted average duration of the defined benefit obligation for scheme members is 19.0 years.

Notes to the Core Financial Statements

8. Property Plant and Equipment

Property Plant and Equipment

Cost or valuation

Opening balance 1 January 2019	9,228	851	1,145	3,679	14,903
Revaluation increase / (decrease) recognised in the Revaluation Reserve	(41)	0	0	0	(41)
Revaluation increase / (decrease) recognised in the I&E	(1)	0	0	0	(1)
Additions	0	0	0	0	0
Impairment	0	0	0	0	0
Disposals	0	0	0	0	0

At 31 December 2019

Depreciation and impairments

Opening balance 1 January 2019	0	525	912	3,209	4,646
Charge for depreciation 2019	168	50	72	181	471
Disposals	0	0	0	0	0
Impairment	0	0	0	0	0
Acc depreciation write out to gross carrying amount	(168)	0	0	0	(168)
Depreciation written out to I&E	0	0	0	0	0

At 31 December 2019

Net Book Value at 31 December 2019

Net Book Value at 1 January 2019

	Land & Buildings £'000	Furniture & Equipment £'000	Computers £'000	Vehicles £'000	TOTAL £'000
At 31 December 2019	9,186	851	1,145	3,679	14,862
Net Book Value at 31 December 2019	9,186	276	161	289	9,912
<i>Net Book Value at 1 January 2019</i>	<i>9,228</i>	<i>326</i>	<i>233</i>	<i>470</i>	<i>10,257</i>

2018 Comparative

Property Plant and Equipment

Cost or valuation

Opening balance 1 January 2018	9,000	780	925	3,336	14,040
Revaluation increase / (decrease) recognised in the Revaluation Reserve	156	0	0	0	156
Revaluation increase / (decrease) recognised in the I&E	72	0	0	0	72
Additions - Re-stated	0	72	220	343	635
Impairment	0	0	0	0	0
Disposals	0	0	0	0	0

At 31 December 2018

Depreciation and impairments

Opening balance 1 January 2018	0	478	881	3,028	4,387
Charge for depreciation 2018	162	47	31	181	420
Disposals	0	0	0	0	0
Impairment	0	0	0	0	0
Acc depreciation write out to gross carrying amount	(162)	0	0	0	(162)
Revaluation	0	0	0	0	0

At 31 December 2018

Net Book Value at 31 December 2018

Net Book Value at 1 January 2018

	Land & Buildings £'000	Furniture & Equipment £'000	Computers £'000	Vehicles £'000	TOTAL £'000
At 31 December 2018	9,228	851	1,145	3,679	14,903
Net Book Value at 31 December 2018	9,228	326	233	470	10,257
<i>Net Book Value at 1 January 2018</i>	<i>9,000</i>	<i>301</i>	<i>44</i>	<i>308</i>	<i>9,653</i>

Notes to the Core Financial Statements

8a. Intangible Assets

During 2018 the company invested in the development of an Apprenticeship Levy framework portal which would allow our customers to sign up to a range of apprenticeship courses available through the levy scheme. All spend through the portal would generate a rebate income to YPO. All fees paid to external developers have been capitalised as Intangible Assets and amortised over 3 years from the time the portal became operational.

	2018	2019
	Intangible Assets £'000	Intangible Assets £'000
Cost or valuation		
Opening balance 1 January	118	192
Additions	75	0
Impairment	0	0
Disposals	0	0
At 31 December	192	192
Amortisation and impairments		
Opening balance 1 January	118	122
Amortisation charge for the year	4	25
Impairment	0	0
Disposals	0	0
At 31 December	122	147
Net Book Value at 31 December	70	45
Net Book Value at 1 January	0	70

9. Inventories

	Warehouse Stock £000's	Packing and Materials £000's	Total £000's
31st Dec 2019			
Opening inventory balance	14,529	174	14,703
Purchases	57,608	305	57,913
Recognised as an expense in year	(58,624)	(253)	(58,877)
Increase / (Decrease) in Stock in Transit accrual	151	0	151
Reversals of write offs in previous years	0	0	0
Closing Inventory balance	13,664	225	13,890
Provision for stock write off	(200)	0	(200)
Closing Inventory balance net of provisions made	13,464	225	13,690
31st Dec 2018			
Opening inventory balance	12,813	36	12,849
Purchases	62,580	412	62,992
Recognised as an expense in year	(60,683)	(274)	(60,957)
Increase / (Decrease) in Stock in Transit accrual	(181)	-	(181)
Reversals of write offs in previous years	0	-	0
Closing Inventory balance	14,529	174	14,703
Provision for stock write off	(247)	0	(247)
Closing Inventory balance net of provisions made	14,282	174	14,456

Notes to the Core Financial Statements

10. DEBTORS AND PAYMENTS IN ADVANCE

Debtors represent monies owed to the Organisation at the Balance Sheet date, which are yet to be received as cash. The Organisation also makes provision for outstanding monies that it is anticipated will not be recovered.

Debtors: Amounts due within one year

Trade Debtors	
Accumulated Absences	
Less - Impairment Allowance	
Payments in Advance and accrued income	

31st Dec 2018	31st Dec 2019
£'000	£'000
8,842	9,748
4	1
(128)	(222)
8,718	9,528
4,419	5,442
13,137	14,969

Total

Debtors are analysed by the following categories

Trade debtors

Central government bodies / VAT	
other local authorities	
NHS bodies	
public corporations and trading funds	
bodies external to general government (i.e. all other bodies).	

31st Dec 2018	31st Dec 2019
£'000	£'000
0	108
5,491	7,987
11	2
0	0
3,340	1,651
8,842	9,748

Payments in advance and accrued income

central government bodies	
other local authorities	
NHS bodies	
public corporations and trading funds	
bodies external to general government (i.e. all other bodies).	

0	0
0	0
0	0
0	0
4,419	5,442
4,419	5,442

Debtors: Amounts due after more than one year

Loans Receivable	
Total	

31st Dec 2018	31st Dec 2019
£'000	£'000
500	500
500	500

11. CREDITORS AND RECEIPTS IN ADVANCE

Creditors represent monies owed by the Organisation at the Balance Sheet date, which have not yet been paid.

Creditors and Receipts in Advance

Trade Creditors	
Accruals	
Finance Leases	
VAT	
Accumulated absences	

31st Dec 2018	31st Dec 2019
£'000	£'000
5,162	4,830
1,644	4,507
55	55
283	0
104	185
7,247	9,577

Total

Creditors are analysed by the following categories

Trade creditors

central government bodies	
other local authorities	
NHS bodies	
public corporations and trading funds	
bodies external to general government (i.e. all other bodies).	

31st Dec 2018	31st Dec 2019
£'000	£'000
0	0
83	83
0	0
0	0
5,079	4,748
5,162	4,830

Accruals / Leases / VAT

central government bodies	
other local authorities	
NHS bodies	
NHS bodies	
public corporations and trading funds	
bodies external to general government (i.e. all other bodies).	

283	0
632	0
0	0
0	0
0	0
1,171	4,747
2,085	4,747

Notes to the Core Financial Statements

Long Term Liabilities

Finance Leases	
Liability relating to Defined Benefit Pension Scheme	
Total	

31st Dec 2018		31st Dec 2019	
£'000		£'000	
	151		96
	26,493		42,099
	26,644		42,195

12. FINANCIAL INSTRUMENTS

The Organisation's financial instruments are represented by bank balances, investments made in line with the Organisations Treasury Management Policy, trade creditors, trade debtors and loans receivable. Certain risks are associated with these classes of cash and cash equivalents as follows.

All of the Organisation's financial assets are carried on the balance sheet at amortised cost less impairment. As all financial assets are simple in nature the disclosures included in these accounts are representative of that.

Bank balances are held in UK bank accounts and earn interest based on aggregated overnight investments rates determined by our banking providers. Risks to cash arise in the form of banking failures within the UK.

Investments represent cash deposits made with other local authorities which earn a fixed interest rate agreed at the time of investment and are for a fixed term. Risks arise in the form of banking failures within the UK. As at the 31st December the sum of £4m was invested with various local authorities. All investments are repayable in 2020.

The risks associated with Investments are managed through the adoption of a Treasury Management Policy. YPO adopts the key recommendations of CIPFA's Code of Practice entitled "Treasury Management in the Public Services" within its policy statement. The Organisation's high level policy for investments is to invest its monies prudently, considering security first, liquidity second and yield last, carefully considering its investment counterparties.

Debtors are comprised of customers and some trade suppliers owing funds to the Organisation. The inherent risk is one of failure to settle outstanding debts due to bankruptcy or other financial problems. Most customers are within the public sector which mitigates this risk to a large extent.

Financial Assets	Non-Current		Current		Total	
	31/12/2018 £000's	31/12/2019 £000's	31/12/2018 £000's	31/12/2019 £000's	31/12/2018 £000's	31/12/2019 £000's
Amortised Cost - Debtors	500	500	8,714	9,526	9,214	10,026
Fair Value through other comprehensive income	0	0	0	0	0	0
Total Financial Assets	500	500	8,714	9,526	9,214	10,026

An impairment allowance of £222k (2018 £128k) has been included against all current debtors. Impairment calculations are based on the expected credit losses arising from the full instrument over the next 12 months and not on an individual level, this credit risk is reviewed frequently throughout the year and the allowance increased in line with the risk.

Non-current debtors constitute a loan issued in July 2018 to one of our related parties, YPO Procurement Holdings Ltd, for £500K. The purpose of the loan was to allow YPO Procurement Holdings to invest in EdTech Impact Limited for 30% of their Ordinary shares. The risk is that the related party, or the new associate, becomes insolvent and therefore repayment of the loan is unlikely. As at the 31st December 2019 the full capital amount, plus the accrued daily interest of 3% above the Bank of England base rate, is still outstanding.

The risks associated with our loans receivable are managed by the close monitoring of the borrower's financial performance and balance sheet position on a monthly basis. This allows for any potential credit risks to be identified as soon as possible and actions put in place to prevent the risks from materialising, as at the 31st December 2019 no impairment allowance has been made for this.

Creditors are suppliers of goods and services to the Organisation. Risk is minimised from a robust set of procedures to ensure that all goods and services supplied to the Organisation are properly ordered and received prior to the payment of any sums due.

Financial Liabilities	Non-Current		Current		Total	
	31/12/2018	31/12/2019	31/12/2018	31/12/2019	31/12/2018	31/12/2019
Amortised Cost - Trade Creditors	0	0	5,162	4,830	5,162	4,830
Total Financial Liabilities	0	0	5,162	4,830	5,162	4,830

Notes to the Core Financial Statements

13. MOVEMENTS IN RESERVES

The General Fund Reserve represents the cumulative retained surplus built up over the life of the business. The General Fund Reserve is used to finance growth in working capital and supports the medium term plans of the business.

The table below shows the balances held in other reserves at the start and end of the year and the net movement in the year. The balances represent undistributed reserves payable to the member authorities.

Reserve	31st Dec 2018 £'000	31st Dec 2019 £'000	Net Movement in the Year £'000	Note
<u>Usable reserves</u>				
General Fund Balance	29,600	29,447	(153)	I
Capital Receipts Reserve	85	85	0	ii
Internal Investment Reserve	610	654	44	iii
<u>Unusable reserves</u>				
Joint Committee Capital Adjustment Account	10,625	10,134	(491)	iv
Earmarked Pension reserve	(26,493)	(42,099)	(15,606)	v
Earmarked Accumulated Absences Account	(100)	(185)	(85)	vi
Revaluation reserve	156	279	122	vii
Total reserves	14,483	(1,685)	(16,168)	

(I) To protect the Organisation against unforeseen events and the realisation of contingent liabilities. Included within the overall General Fund balance is the Financial Stability Fund which as at 31st December 2018 had a balance of £1m.

	2018 £'000	2019 £'000
General fund balance		
Balance brought Forward 1st of January	28,261	29,600
Surplus or deficit on operations	(2,189)	(5,673)
Total comprehensive income and expenditure	(2,189)	(5,673)
Depreciation and impairment	191	495
Revaluation losses (gains)	0	0
Capital expenditure charged to the GF	(489)	0
Transfer of cash sale proceeds	0	0
Reversal of IAS 19 charges to I&E	4,780	7,056
Employer's pension contributions	(2,029)	(2,071)
Movement in employee absence accrual	(11)	85
Total voluntary adjustments	2,442	5,565
Pension Contribution Reserve	0	0
Internal Investment Reserve	1,086	(45)
Total transfers to/from cash reserves	1,086	(45)
Total transfers to/from earmarked reserves	3,528	5,520
Balance Carried Forward 31st December	29,600	29,447
Movement in year represented in the Movement in Reserves Statement	1,339	(153)

Notes to the Core Financial Statements

(ii) The Usable Capital Receipts reserve records the receipts from sales of non-current assets less amounts used to finance capital expenditure.

	2018 £'000	2019 £'000
Usable Capital Receipts Reserve		
Balance brought Forward 1st of January	85	85
Amounts Received		
General receipts	0	0
Amounts Applied		
New Capital Investment	0	0
Balance Carried Forward 31st December	85	85
Movement in year represented in the Movement in Reserves Statement	0	0

(iii) The Internal Investment Reserve holds funds earmarked to support specific initiatives or activities.

	2018 £'000	2019 £'000
Internal Investment Reserve		
Balance brought Forward 1st of January	1,696	610
Transferred to Reserves		
Reserves for specific projects created in year	392	501
Amounts Applied		
Reserve balances utilised in year	(1,478)	(456)
Amounts released back to the General Fund		
Reserve balances no longer required and released back to the General Fund	0	0
Balance Carried Forward 31st December	610	654
Movement in year represented in the Movement in Reserves Statement	(1,086)	44

(iv) The Joint Committee Capital Adjustment Account is an earmarked reserve representing the accumulation of the write down of the historical cost of fixed assets as they are consumed by depreciation and impairments or written off on disposal, offset by the resources that have been set aside to finance capital expenditure.

The Joint Committee Capital Adjustment Account accumulates (on the debit side) the write-down of the historical cost of fixed assets as they are consumed by depreciation and impairments or written off on disposal. It accumulates (on the credit side) the resources that have been set aside to finance capital expenditure and to repay debt.

	2018 £000	2019 £000
Joint Committee Capital Adjustment Account		
Balance brought Forward 1st of January	10,327	10,625
Brought Forward adjustment		
Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:		
Charges for depreciation and impairment of non-current assets	(191)	(495)
Revaluation (losses) gains on property plant and equipment	0	1
Amounts of non-current assets written off on disposal or sale as part of the gain/loss on disposal to the CIES	0	0
Adjusting amounts written out of Revaluation Reserve	0	4
	10,136	10,134
Net Written out amount of the cost of non-current assets consumed in the year		
Capital financing applied in the year		
Use of the Capital Receipts Reserve to finance new capital expenditure	0	0
Capital expenditure charged against the General Fund	489	0
	10,625	10,134
Balance Carried Forward 31st December	10,625	10,134
Movement in year represented in the Movement in Reserves Statement	298	(491)

Notes to the Core Financial Statements

(v) The Earmarked Pension Reserve is an earmarked reserve representing the difference between the actuarially calculated value of the pension fund assets and the present value of scheme liabilities.

	2018 £000	2019 £000
Earmarked Pension Reserve		
Balance brought forward 1st January	(25,571)	(26,493)
Actuarial Gains or (losses) on pension assets and Liabilities	1,829	(10,621)
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(4,780)	(7,056)
Employers pensions contributions and direct payments to pensioners payable in year	2,029	2,071
Balance Carried Forward 31st December	(26,493)	(42,099)
Movement in year represented in the Movement in Reserves Statement	(922)	(15,606)

(vi) The Earmarked Accumulated Absences Account absorbs the differences that would otherwise arise on the General Fund balance from accruing for compensated absences earned but not taken in the year. Proper accounting arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

	2018 £000	2019 £000
Earmarked Accumulated Absences Account		
Balance brought forward 1st January	(111)	(100)
Settlement or cancellation of accrual made in preceding year	111	100
Amount to be accrued for current year	(100)	(185)
Amount to be charged to the Comprehensive Income and Expenditure Statement	11	(85)
Balance as at 31st December	(100)	(185)
Movement in year represented in the Movement in Reserves Statement	11	(85)

(vii) The Revaluation reserve represents unrealised gains on the revaluation of property plant and equipment. The balance is reduced when assets with accumulated gains are:

- a) revalued downwards or impaired and the gains are removed
- b) used in provision of services and the gains are consumed through depreciation, or
- c) disposed of and the gains realised

	2018 £000	2019 £000
Revaluation Reserve		
Balance brought Forward 1st of January	0	156
Upward revaluation of assets	0	0
Difference between fair value depreciation and historical cost depreciation	0	(4)
Revaluation written out to the General Fund	156	126
Adjusting amounts written out of the Joint Committee Capital Adjustment Account	0	0
Balance Carried Forward 31st December	156	279
Movement in year represented in the Movement in Reserves Statement	156	122

Notes to the Core Financial Statements

14. EMPLOYEE EMOLUMENTS

The table below indicates the numbers of employees whose remuneration was greater than £50,000. Remuneration is defined as amounts paid to or receivable by an employee, including payments in kind, expenses allowances that would be chargeable to UK Income Tax. Termination payments are also included, which can lead to year on year comparisons being distorted.

REMUNERATION BAND £	No of Employees	
	2018	2019
50,000 - 54,999	6	5
55,000 - 59,999	3	2
60,000 - 64,999	3	5
65,000 - 69,999	2	-
70,000 - 74,999	1	2
75,000 - 79,999	-	-
80,000 - 84,999	-	1
TOTAL	15	15

The table below sets out the remuneration disclosure (Board of Directors) whose salary is £50,000 per year or more by job title. Comparative figures for 2018 are also shown and these officers are excluded from the above table.

2019						
Post	Salary incl. BiK	Expenses	Pay in Lieu of Notice	Redundancy Pay	Pension Contributions	Total Remuneration
Managing Director	131,501	1,014	-	-	18,432	149,933
Deputy Managing Director	107,563	537	-	-	13,317	120,880
Executive Director	98,409	922	-	-	14,757	113,166
Executive Director	95,476	72	-	-	13,317	108,794
	432,949	2,546	-	-	59,824	492,772

2018						
Post	Salary incl. BiK	Expenses	Pay in Lieu of Notice	Redundancy Pay	Pension Contributions	Total Remuneration
Managing Director	128,926	1,119	-	-	18,071	146,996
Executive Director	100,493	713	-	-	13,056	113,549
Executive Director	95,455	1,144	-	-	13,776	109,231
Executive Director	92,243	176	-	-	13,056	105,299
	417,116	3,153	-	-	57,959	475,075

The number of exit packages with the total cost per band of compulsory and other redundancies are set out below.

EXIT PACKAGE £	No. of compulsory Redundancies		No. of other Redundancies		Total no. of Exit Packages		Total cost of Exit Packages	
	2018 No.	2019 No.	2018 No.	2019 No.	2018 No.	2019 No.	2018 £,000's	2019 £,000's
0 - 20,000	-	3	3	-	3	3	15	42
20,001 - 40,000	-	1	-	-	-	1	-	21
40,001 - 60,000	-	-	1	-	1	-	41	-
60,001 - 80,000	-	-	-	-	-	-	-	-
80,000 and over	-	1	1	-	1	1	111	193
Total	-	5	5	0	5	5	167	256

Exit packages include redundancy costs, the cost of additional payments to the pension scheme and other departure costs.

Notes to the Core Financial Statements

15. LEASES

Finance Leases

The Organisation has entered into a Finance Lease for the supply of IT server and switches equipment.

The assets acquired under these finance leases are carried as Vehicles, Furniture and Equipment in the Balance Sheet at the following amounts

	2018 £000	2019 £000
Vehicles, Furniture and Equipment	206	151

The Finance lease liabilities are included in the current and long term liabilities in the Balance Sheet at the following amounts

	2018 £000	2019 £000
Finance Lease Liabilities (net present value of minimum lease payments)		
Due within one year	55	55
Due after one year and not later than five years	151	96
Finance costs payable in future years	7	5
Minimum lease payments	213	156

The minimum lease payments will be payable over the following periods

	Minimum Lease Payments		Finance Lease Liabilities	
	2018 £000	2019 £000	2018 £000	2019 £000
Not later than one year	57	42	55	55
Later than one year and not later than five years	156	114	151	96
Later than five years	0	0	0	0
	213	156	206	151

Operating Leases

The Organisation has entered into operating leases with various lives. The future minimum lease payments due under non-cancellable leases in future years are:

	2018 £000	2019 £000
Not later than one year	264	219
Later than one year and not later than five years	401	322
Later than five years	2,349	2,320
	3,014	2,861

Amounts charged, in respect of these leases, to the Comprehensive Income and Expenditure Statement during 2019 were £425k (2018 £473k) of which £29k was rent of Flanshaw Way. The later than five years figure is comprised entirely of a long term lease agreement on the land element of a warehouse property held at Flanshaw Way in Wakefield.

16. EXPENDITURE AND FUNDING ANALYSIS

The analysis of Income and Expenditure on the face of the Comprehensive Income and Expenditure Statement is that specified by the Code. This is different to the basis on which the Organisation carries out its budgeting decision making and planning process.

The following shows how the Organisations financial reporting output can be reconciled to the Comprehensive Income and Expenditure Statement.

Notes to the Core Financial Statements

2018 £'000	YPO Profit & Loss	2019 £'000
	Trading	
73,480	Stores	74,070
14,211	Food	12,534
25,190	Directs	24,141
112,881	Total Invoiced Sales	110,745
(81,102)	Cost of Sales	(79,027)
31,779	Gross Margin	31,718
4,773	Rebates	5,812
1,990	Other Income	2,242
38,542	Total Income	39,773
	Operating Costs	
(17,590)	Employment costs	(18,730)
(956)	Premises	(996)
(6,223)	Supplies and Services	(7,342)
(4,681)	Transport	(4,726)
(127)	SLA costs	(127)
(0)	Financial & Misc.	(173)
(425)	Depreciation	(495)
(30,002)	Total Operating Costs	(32,589)
47	Interest (payable)/receivable	97
-	Profit/(loss) on disposal of assets	-
-	Dividend paid	-
-	Pension costs	-
8,587	Surplus or (deficit)	7,280

2018 £'000	Reconciliation of P&L Account to I&E Account	2019 £'000
8,587	Net Profit in P&L Account	7,280
(10,776)	Amounts in the Comprehensive Income and Expenditure Statement not reported to management	(12,954)
-	Amounts included in the P&L not included in the Comprehensive Income and Expenditure Statement	-
(2,189)	Surplus/(Deficit) on provision of service	(5,673)

Reconciliation of Profit and Loss Account to Comprehensive Income and Expenditure Statement

This reconciliation shows how the figures in the profit and loss account relate to a subjective analysis of the Surplus or Deficit on the Provision of Services included in the Comprehensive Income and Expenditure Statement.

YPO Profit & Loss 2019	P&L Acct £'000	Amts not rptd for mgt dec making £'000	Alloc'n of reporting expenses £'000	I&E Statement £'000
Total Invoiced Sales	110,745	0	0	110,745
Cost of Sales	(79,027)	0	0	(79,027)
Gross Margin				
Discounts	0	0	0	0
Rebates	5,812	0	0	5,812
Other Income	2,242	0	0	2,242
Total Income	39,773	0	0	39,773
Operating Costs				
Employment costs	(18,730)	0	0	(18,730)
Premises	(996)	0	0	(996)
Supplies and Services	(7,342)	0	0	(7,342)
Transport	(4,726)	0	0	(4,726)
SLA costs	(127)	0	0	(127)
Financial & Misc.	(173)	0	0	(173)
Depreciation	(495)	0	0	(495)
Total Operating Costs	(32,589)	0	0	(32,589)
Interest (payable)/receivable	97	0	0	97
Exceptional Items	0	0	0	0
Revaluation gains / (losses)	0	0	0	0
Impairment allowances	0	(94)	0	(94)
Dividend paid	0	(7,419)	0	(7,419)
Earmarked reserves funding	0	(456)	0	(456)
Pension costs	0	(4,985)	0	(4,985)
Surplus or (deficit) on provision of service	7,280	(12,860)	0	(5,673)

Notes to the Core Financial Statements

YPO Profit & Loss 2018	P&L Acct £'000	Amts not rptd for mgt dec making £'000	Alloc'n of reporting expenses £'000	I&E Statement £'000
Total Invoiced Sales	112,881	0	0	112,881
Cost of Sales	(81,102)	0	0	(81,102)
Gross Margin				0
Discounts	0	0	0	0
Rebates	4,773	0	0	4,773
Other Income	1,990	0	0	1,990
Total Income	38,542	0	0	38,542
Operating Costs				
Employment costs	(17,590)	0	0	(17,590)
Premises	(956)	0	0	(956)
Supplies and Services	(6,223)	0	0	(6,223)
Transport	(4,681)	0	0	(4,681)
SLA costs	(127)	0	0	(127)
Financial & Misc.	(0)	0	0	(0)
Depreciation	(425)	0	0	(425)
Total Operating Costs	(30,002)	0	0	(30,002)
Interest (payable)/receivable	47	0	0	47
Profit/(loss) on disposals	0	0	0	0
Revaluation gains / (losses)	0	233	0	233
Impairment allowances	0	(16)	0	(16)
Dividend paid	0	(7,253)	0	(7,253)
Earmarked reserves funding	0	(989)	0	(989)
Pension costs	0	(2,751)	0	(2,751)
Surplus or (deficit) on provision of service	8,587	(10,760)	0	(2,189)

17. RELATED PARTY TRANSACTIONS

The Organisation is required to disclose material transactions with related parties - bodies or individuals that have the potential to control or influence the Organisation or to be controlled or influenced by the Organisation.

Transactions with Founder Member Authorities are shown here for clarity. Founder member authorities are not classified as related parties under the Code of Practice or for the purpose of group accounting but have joint control over the Organisation's decision making and business planning. In addition to the founder members the Organisation has 65 associate members who have no influence over Organisational decision making.

Business transactions with the 13 founder members accounts for a significant proportion of the Organisation's turnover. Membership entitles these authorities to a share of any annual profits and equal powers over key business decisions.

The value of business transacted directly with each founder member through our catalogue business during the year and the debtor balance at the year end is detailed below. The value of these transactions form part of our Invoiced Turnover figure in the Comprehensive Income and Expenditure Account.

	Transaction value		Debtor balance as at 31 Dec
	2018 £'000	2019 £'000	2019 £'000
Barnsley MBC	1,562	1,493	55
Bolton MBC	2,175	2,242	5
Bradford MDC	4,978	5,019	524
City of York	636	610	15
Doncaster MBC	2,646	2,453	136
Kirklees MC	4,585	4,427	31
Knowsley MBC	1,230	1,287	17
MB of Calderdale	1,343	1,266	21
North Yorkshire CC	5,706	5,822	40
Rotherham MBC	2,502	2,446	46
St Helens MBC	1,660	1,659	25
Wakefield MdC	2,413	2,414	73
Wigan MBC	2,410	2,153	15
	33,847	33,291	1,003

Notes to the Core Financial Statements

Our founder members also procure goods and services through our frameworks business. The value of these transactions are included below. These spend values form part of an overall framework spend amount from which we receive an agreed rebate percentage from our approved suppliers. This rebate income is disclosed on the Comprehensive Income and Expenditure Account - 2019: £5,812k (2018: £4,773k)

	Transaction value	
	2018 £'000	2019 £'000
Barnsley MBC	14,989	12,216
Bolton MBC	8,083	7,690
Bradford MDC	26,673	32,483
City of York	5,721	5,605
Doncaster MBC	13,992	14,323
Kirklees MC	26,344	16,340
Knowsley MBC	5,335	4,732
MB of Calderdale	7,031	4,854
North Yorkshire CC	18,838	16,382
Rotherham MBC	13,466	11,497
St Helens MBC	7,596	6,958
Wakefield MdC	15,140	13,336
Wigan MBC	10,156	11,657
	173,364	158,072

The YPO Management Committee is made up of elected representatives from each Member Authority. No personal interest in material transactions have been disclosed by any of the elected representatives or senior officers of the Organisation.

One of the Member Authorities, City of Wakefield MDC, acts as servicing authority for YPO and as such, WMDC officers are the Organisation's statutory officers. YPO has commercial support agreements with Wakefield MDC covering certain accounting, treasury, human resource, legal services and vehicle maintenance arrangements. A summary of the costs incurred via Wakefield MDC are shown below, along with the creditor balance at the year end.

	Purchases (Exc. VAT)		Creditor Balance at 31st Dec	
	2018 £'000	2019 £'000	2018 £'000	2019 £'000
Wakefield MdC	1,065	813	83	45

The Organisation has incurred no expenditure with any other founder member during in 2019 or 2018.

In 2014 YPO Procurement Holdings and its subsidiary YPO Supplies Ltd began trading with YPO Joint Committee. Board members for YPO Procurement Holdings and YPO Supplies are also members of the Joint Committee board and therefore all transactions between the above companies are classed as related party transactions in accordance with the Code of practice for Local Authority Accounting.

The transactions involve a payment from YPO Supplies Ltd to YPO Joint Committee for picking items in the warehouse and the cost of telephone call handing. Those charges are at a standard cost. The cost of goods sold is paid by the Limited Company to the Joint Committee at an agreed transfer price. This includes an element of sales, procurement and marketing costs incurred by the Joint Committee. Other charges include a fee for governance and accounting services. The rationale is to recover the costs of operating on behalf of the new company.

Below is a summary of the amount of transactions that have occurred between the related parties and the amount of Balances outstanding. All transactions are sales from YPO Joint Committee.

	Transactions Value (Ex VAT) for the year £	Outstanding Balance as at 31st Dec 2019 £
YPO Procurement Holdings	0	0
YPO Supplies Ltd	1,461,324	327,156

In July 2018 YPO issued a loan to YPO Procurement Holdings for the sum of £500K. Interest will accrue on the loan at a daily rate of 3% above the Bank of England Base Rate and all capital and interest amounts are repayable by 2030. As at the 31st December the loan amounts still outstanding are.

Capital	2019 £ 500,000
Interest	26,846
	526,846

On the 31st December 2019 a review has been carried out on the recoverability of the loan issued. Taking into consideration the financial performance and financial position of YPO Procurement Holdings and its subsidiaries, and the expected growth over the next 5 years, it is expected that the full amount owing will be fully recovered by the end of the loan term.

Notes to the Core Financial Statements

18. AUDIT COSTS

The following fees were paid to the external auditors for services carried out:

Audit Costs	2018 £000	2019 £000
Fees payable to Mazars (2018: KPMG) with regard to external audit services	23	23

19. EVENTS AFTER THE BALANCE SHEET DATE

In March 2020 the outbreak of the covid-19 pandemic, and the resulting measures put in place by the UK Government - particularly the closing of schools has impacted on the trading operations of the Organisation. The closing of schools, who account for over 80% of our customer base also impacted on the collectability of the debtor balance as at the 31st December 2019. The going concern assessment undertaken prior to the outbreak has been reviewed, and whilst the months following the outbreak has been challenging it has been deemed that the Organisation continues as a going concern and therefore no adjustments have been made to the 2019 accounts due to the pandemic.

Glossary of Terms

This glossary is provided to assist the reader. It gives explanations of common terms used in relation to local authority finance (which are not explained elsewhere in the Statement), many of which are used within this document.

Accounting Period

The period covered by the accounts, normally a period of twelve months commencing on 1 January. The end of the accounting period is the balance sheet date, 31 December.

Actuarial Gains and Losses

For a defined benefit pension scheme, the changes in actuarial deficits or surpluses that arise because events have not coincided with the actuarial assumptions made for the last valuation (experience gains and losses), or the actuarial assumptions have changed.

Accumulated Absences

Accumulated absences are sums owing to or from employees at the end of the accounting period not yet claimed back or paid over for hours owed to / from under the flexible working scheme and holiday days over or under used at the period end.

Annual Governance Statement

A non-statutory document which provides an overview of the governance arrangements within the Organisation, aids the effective exercise of Organisation functions, and includes arrangements for the management of risk.

Asset

An item having value in monetary terms. Assets are defined as current or long term. A current asset will be consumed or cease to have material value within the next financial year. A long term asset provides benefits to the Organisation and its services for more than one year.

Audit of Accounts

An independent examination conducted on a test basis, of the Organisation's financial statements.

Budget

A statement of spending plans and anticipated income for a financial year.

Cash equivalents

Are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash equivalent vouchers

These are vouchers issued to customers as loyalty bonus which are redeemable against future purchases.

Current Assets

Is an amount which will become receivable or could be called in within the next accounting period.

Defined Benefit Plans

Are post employment benefit plans other than a defined contribution plan. Usually the scheme rules define the benefits independently of the contributions payable, and the benefits are not directly related to the investments of the plan. The plan may be funded or unfunded.

Depreciation

The measure of the wearing out, consumption, or other reduction in the useful economic life of a long term asset, whether arising from use, passing of time or obsolescence through technological or other changes.

Direct Supply

Direct supply refers to the trading method employed by the Organisation where goods ordered by the customer are delivered direct from the supplier rather than the Organisation.

either on the face of the Comprehensive Income and Expenditure Statement or in the notes to the accounts, depending on how significant the items are to an understanding of the Organisation's financial performance.

Finance Lease

A lease that transfers substantially all of the risks and rewards of ownership of a long term asset to the lessee. Such a transfer of risks and rewards may be presumed to occur if at the inception of the lease the present value of the minimum lease payments including any initial payments amount to substantially all of the fair value of the leased asset.

Financial Instrument

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. The term "financial instrument" covers both financial assets and financial liabilities and includes trade receivables, trade payables and derivatives.

Financial Procedure Rules

Written rules of the Organisation relating to all matters with financial implications. All Organisation officers must comply with these rules.

Impairment

A reduction in the value of a long term asset below its carrying amount on the balance sheet.

International Accounting Standards (IAS)

Standards developed by the International Accounting Standards Board (IASB) that are required to be followed.

International Financial Reporting Standards (IFRS)

The Standards (including International Accounting Standards (IAS)) developed by the International Accounting Standards Board (IASB) and supported by interpretations of the International Financial Reporting Interpretations Committee (IFRIC) and Standing Interpretations Committee (SIC) on which the accounts of this Organisation are based.

Inventories

Inventories include stocks held for resale and all other assets held for use within the Organisation.

Liability

A liability is where the Organisation owes payment to an individual or Organisation. A current liability is an amount which will become payable or could be called in within the next accounting period. A deferred liability is an amount which by arrangement is payable beyond the next year at some point in the future or to be paid off by an annual sum over a period.

Net Book Value

The amount at which long term assets are included in the Balance Sheet i.e. their historical value or current value less the cumulative amounts provided for depreciation.

Net Expenditure

Gross expenditure less specific income.

Outturn

Actual income receivable and expenditure due in a financial year.

Payments in Advance

These are payments made in advance of goods or services being provided to the Organisation.

Prior year adjustments

Those material adjustments applicable to prior years arising from changes in accounting policies or from the correction of fundamental errors. They do not include normal recurring corrections or adjustments of accounting estimates made in prior years.

Remuneration

All sums paid to or receivable by an employee and sums due by way of expenses allowances (as

far as those sums are chargeable to UK income tax) and the money value of any other benefits received other than in cash. Pension contributions payable by the employer are excluded.

Reserve

A reserve is an amount set aside in one financial year and carried forward to meet liabilities in a subsequent financial year, both general and specific liabilities.

Turnover

Turnover is the value of invoices issued to customers for the supply of goods and services.

Useful life

The period over which the Organisation will derive benefits from the use of a long term asset.

Index of notes

Index-Notes to the Core Financial Statements	Note no	Page no
Accounting Policies	1	13
Accounting standards issued but not yet adopted	2	18
Amounts reported for decision making and planning	16	31
Assumptions made about the future	4	18
Audit Costs	18	34
Creditors	11	25
Critical judgements in applying accounting policies	3	18
Debtors	10	25
Events after the Balance Sheet date	19	34
Inventories	9	24
Leases	15	31
Material items of income and expense	5	19
Property Plant and Equipment	8	23
Intangible Assets	8a	24
Related party transactions	17	33
Employee Emoluments	14	30
Movement in Reserves	13	27
Retirement benefits accounted for as defined benefit contribution schemes	7	20
Risks to financial instruments	12	26
Turnover	6	19