

Your Ref.  
Our Ref

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Date 18 March 2021

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Typetalk calls welcome

**To: Members of the Management Committee of the Yorkshire Purchasing Organisation Joint Committee**


**Chief Executive of the Constituent Authorities (for information)**

Dear Councillor

**YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE MEETING  
– FRIDAY, 26 MARCH 2021**

You are invited to a meeting of the Management Committee of the Yorkshire Purchasing Organisation Joint Committee which is to be held **virtually via Microsoft Teams at 10:30 am on Friday, 26 March 2021** to consider the items set out in the agenda detailed overleaf.

Yours sincerely



Andrew Balchin  
Secretary to the Joint Committee

**As a courtesy to colleagues will you please turn all electrical devices to silent prior to the start of the meeting.**

**YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE -  
Friday, 26 March 2021**

**AGENDA**

1. Apologies for Absence.
  2. To note any items which the Chairman has agreed to add to the agenda on the grounds of urgency.
  3. Members' Declaration of Interest.
  4. To approve, as a correct record, the Minutes of the Management Committee meeting held on 27th November 2020. (Pages 1 - 5)
  5. To approve, as a correct record, the Minutes of the Audit & Scrutiny Sub Committee meeting held on 5th March 2021. (Pages 7 - 11)
  6. To approve, as a correct record, the Minutes of the Executive Sub Committee meeting held on 12th March 2021. (Pages 13 - 15)
  7. Pre-Audit Statement of Accounts. (Matthew Hirst). (Pages 17 - 55)
  8. Internal Audit Update. (Julie Cousins – Wakefield). (Pages 57 - 65)
  9. External Audit Plan Update. (Craig Maxwell – Mazars/ Matthew Hirst). (Pages 67 - 78)
  10. Appointment of Executive Directors. (Simon Hill). (Pages 79 - 82)
  11. Lead Authority Issues. (Gillian Marshall/ Neil Warren).
  12. In relation to reports containing exempt information to consider, and if approved, pass the following resolution:-  
“That the public and press be excluded from the meeting for consideration of agenda items 13 - 20 to on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.”
- IN PRIVATE**
13. Financial Performance Review 2020. (Matthew Hirst). (Pages 83 - 85)
  14. Financial Performance Review 2021. (Matthew Hirst). (Pages 87 - 89)
  15. Business Update. (Simon Hill). (Pages 91 - 95)
  16. Third Party Logistics Update. (Simon Hill) - *To be circulated separately.*
  17. Link Update Report. (Simon Hill). (Pages 97 - 103)
  18. Dividend Distribution Update 2019. (Matthew Hirst). (Pages 105 - 106)
  19. Dividend Distribution 2020. (Matthew Hirst). (Pages 107 - 108)
  20. Report of Independent Directors. (Rob McWilliam/ Jon Towler). (Pages 109 - 110)
  21. Date of Next Meeting.  
*23<sup>rd</sup> July 2021.*

**YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE**

**Friday 27<sup>th</sup> November 2020**

**Present:**    **Barnsley**  
                   Councillor Barnard  
                   Councillor Gardiner

**City of Bradford**  
                   Councillor Warburton  
                   Councillor Whiteley

**Bolton**  
                   Councillor Haslam

**Calderdale**  
                   Councillor Barnes

**Doncaster**  
                   Councillor Nightingale

**Kirklees**  
                   Councillor Turner

**Knowsley**  
                   Councillor Walsh

**North Yorkshire CC**  
                   Councillor Mackenzie

**Rotherham MBC**  
                   Councillor Atkin  
                   Councillor Wyatt

**St Helens MBC**  
                   Councillor Bond

**Wakefield MDC**  
                   Councillor Williams

**Wigan MBC**  
                   Councillor Walker

<b>9:</b>	<b>Apologies for Absence</b>
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillors Shaw (Wakefield), Lomas (York), Daubeney (York), Pritchard (St Helens), Cole (Doncaster).
<b>10:</b>	<b>Members Declaration of Interest</b>
	No declarations of interest were made.

<b>11:</b>	<b>Urgent Items</b>
	No urgent items were discussed.
<b>12:</b>	<b>Minutes of the Integration Sub Committee – 30<sup>th</sup> October 2020</b>
	<b>Resolved</b> – (1) That the Minutes of the meeting of the YPO Integration Sub Committee held on 30 <sup>th</sup> October 2020 be accepted as a correct record.
<b>13:</b>	<b>Minutes of the Audit &amp; Scrutiny Sub Committee – 6<sup>th</sup> November 2020</b>
	<b>Resolved</b> – (1) That the Minutes of the meeting of the YPO Audit & Scrutiny Sub Committee held on 6 <sup>th</sup> November 2020 be accepted as a correct record.
<b>14:</b>	<b>Minutes of the Executive Sub Committee – 13<sup>th</sup> November 2020</b>
	<b>Resolved</b> – (1) That the Minutes of the meeting of the YPO Executive Sub Committee held on 13 <sup>th</sup> November 2020 be accepted as a correct record.
<b>15:</b>	<b>Minutes of the Management Committee – 24<sup>th</sup> September 2020</b>
	<b>Resolved</b> – (1) That the Minutes of the meeting of the YPO Management Committee held on 24 <sup>th</sup> September 2020 be accepted as a correct record.
<b>16:</b>	<b>External Audit Strategy Memorandum</b>
	Simon Hill shared the External Audit Strategy Memorandum and noted this has already been to Audit & Scrutiny Sub Committee.
	<b>Resolved</b> – (1) That the report be noted.
<b>17:</b>	<b>Internal Audit Plan Progress</b>
	Julie Cousins, Principle Audit Manager (Wakefield Council) shared the progress report from Internal audit.
	<b>Resolved</b> – (1) That Members acknowledged the plan and the report be noted.
<b>18:</b>	<b>YPO Pay Policy</b>
	Consideration was given to a report of the Executive Director, Julie Wray, which asked Members to agree a pay policy for YPO in line with statutory requirements to comply with the 2011 Localism Act.
	<b>Resolved</b> – (1) That the clause referring to the Appointments Committee having salary discretion for Director appointments be removed from the policy.
	(2) That the Pay Policy for 2021 be agreed subject to the resolution above.

	(3) That the information be published in line with the revised transparency requirements.
<b>19:</b>	<b>Independent Director Role</b>
	<p>Julie Wray (Executive Director) shared the report on the Independent Director Role, which advises Members on the outcome of the Independent Director recruitment.</p> <p><b>Resolved</b> – (1) That the report be noted.</p>
<b>20:</b>	<b>Lead Authority Issues</b>
	No Lead Authority issues were raised.
<b>21:</b>	<b>Exclusion of the Public &amp; Press</b>
	<b>Resolved</b> - <i>That the public and press be excluded from the meeting during consideration of Agenda Items 14 - 21 on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.</i>
<b>22:</b>	<b>IN PRIVATE</b>
<b>23:</b>	<b>Financial Performance Update (EXEMPT)</b>
	<p>The Managing Director (Simon Hill) presented the report which provides an update of the organisation's performance in 2020.</p> <p>Simon shared the impact of Covid-19 and noted we are expecting to make a small profit this year. Simon shared the predicted rebate income.</p> <p>Councillors asked a number of questions and were satisfied with the responses provided.</p> <p><b>Resolved</b> – (1) That the Financial Performance Report be acknowledged and noted.</p>
<b>24:</b>	<b>Business Update (EXEMPT)</b>
	<p>Members considered the report of the Managing Director which provided Members with an update of the activities of the organisation since the previous Committee meeting and gave an overview of the forthcoming activities and challenges.</p> <p><b>Resolved</b> – (1) That the report be noted.</p>
<b>25:</b>	<b>Budget &amp; Business Plans (EXEMPT)</b>

	<p>Members considered the report containing the Budget &amp; Business Plans for 2021.</p> <p>Members asked Officers a number of questions relating to the Budget &amp; Business Plan and Members were satisfied with Officers responses.</p> <p><b>Resolved</b> – (1) Members agreed the proposed budget and noted 2021 as a year of recovery.</p>
<b>26:</b>	<b>Link IT Project Update (EXEMPT)</b>
	<p>Consideration was given to the report of the Managing Director (Simon Hill), which provided Members with an update on the Link system.</p> <p><b>Resolved</b> – (1) That the update be noted.</p>
<b>27:</b>	<b>Findel Acquisition Update (EXEMPT)</b>
	<p>Simon Hill (Managing Director) shared an update on the latest position on the acquisition of Findel Education Ltd from Studio Retail Group.</p> <p>Councillors asked several questions and were satisfied with the responses provided by Officers.</p> <p><b>Resolved</b> – (1) That the update be noted.</p> <p>(2) Agreed to wind up the Integration Sub-Committee with immediate effect due to its remit.</p> <p>(3) Agreed that the issue of Board structure and capacity should now be considered by the full Management Committee rather than the Integration Sub-Committee.</p>
<b>28:</b>	<b>Proposal to Strengthen YPO's Board Capacity (EXEMPT)</b>
	<p>Consideration was given to the report of the Managing Director (Simon Hill), which provided Members with an overview of the current resource at Director Level and to introduce a proposal to increase the resource by adding in a professionally qualified Finance Director.</p> <p><b>Resolved</b> – (1) That Members agree to the permanent addition of a 4th Executive Director who is a fully qualified Finance professional.</p> <p>(2) That the current vacancy is covered on an interim basis for 6 months whilst recruitment takes place.</p>
<b>29:</b>	<b>Dividend Distribution (EXEMPT)</b>
	<p>Simon Hill shared the Dividend Distribution report, detailing the dividend distribution analysis for the year ended 31st December 2019.</p> <p><b>Resolved</b> – (1) That the Committee agree the final dividend for 2019 profits.</p>

	(2) That the distribution method and timings as detailed in section 4 is agreed.
<b>30:</b>	<b>Report of Independent Director (EXEMPT)</b>
	<p>Members gave consideration to a report of the Independent Director which detailed his observations of the organisation since the last meeting.</p> <p>The Independent Director also provided a verbal update on the activities of YPO since this report was submitted.</p> <p><b>Resolved</b> - (1) That the report of the Independent Director and his observations be noted.</p>
<b>8:</b>	<b>DATE AND TIME OF NEXT MEETING</b>
	<b>Resolved</b> – That the next meeting of the YPO Management Committee will be held on 26 <sup>th</sup> March 2021.

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**YORKSHIRE PURCHASING ORGANISATION**

**AUDIT & SCRUTINY SUB-COMMITTEE**

**FRIDAY, 5<sup>TH</sup> MARCH 2021**

**Present:** The Chair: Councillor Barnard (Barnsley)

Councillors: Barnard (Barnsley), Barnes (Calderdale), Nightingale (Doncaster), Wyatt (Rotherham), Turner (Kirklees), Lomas (York), Williams (Wakefield), White (North Yorkshire), Haslam (Bolton), Prescott (Wigan), Walsh (Knowsley).

<b>13.</b>	<b>ELECTION OF A TEMPORARY CHAIR</b>
	The Managing Director requested nominations for the position of temporary Chair of the Audit & Scrutiny Sub Committee for today's meeting. A new permanent Chair will be elected in the Management Committee.
	<b>Resolved</b> – (1) That Councillor Barnard be elected as temporary Chair for today's meeting.
<b>14.</b>	<b>CHAIR'S INTRODUCTION &amp; WELCOME</b>
	Councillor Barnard welcomed all parties to the meeting.
<b>15.</b>	<b>ACCEPTANCE OF APOLOGIES FOR ABSENCE</b>
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillor Cole (Doncaster).
<b>16.</b>	<b>MEMBERS DECLARATION OF INTEREST</b>
	No declarations of interest were made.
<b>17.</b>	<b>URGENT ITEMS</b>
	The Managing Director (Simon Hill) requested to provide an update on an operational issue under the private section of the meeting.
<b>18.</b>	<b>PREVIOUS MINUTES (AUDIT &amp; SCRUTINY SUB COMMITTEE)</b>
	The minutes of the YPO Audit & Scrutiny Sub-Committee held on 6 <sup>th</sup> November 2020 were approved by all.
<b>19.</b>	<b>ANNUAL GOVERNANCE STATEMENT &amp; LOCAL CODE OF CORPORATE GOVERNANCE</b>
	The Managing Director (Simon Hill) shared the report of the Head of Finance which presents the first draft of the Annual Governance Statement (AGS) 2020 for consideration. The Local Code has been reviewed and no changes are proposed at this time.
	It was noted the AGS will be updated to reflect the correct dates required.

	<p><b>Resolved</b> - (1) That the Annual Governance Statement &amp; Local code of corporate governance be approved.</p>
<b>20.</b>	<b>REVIEW OF FINANCIAL PROCEDURE RULES</b>
	<p>Consideration was given to the Review of Financial Procedure Rules.</p> <p>The Financial Procedure Rules have been reviewed to ensure compliance with the current law, and no changes are currently proposed.</p> <p><b>Resolved</b> – (1) That the Review of Financial Procedure Rules be noted.</p>
<b>21.</b>	<b>DRAFT PRE-AUDIT STATEMENT OF ACCOUNTS</b>
	<p>Consideration was given to the report of the Head of Finance which provided Members with the details of the draft Pre-Audit Statement of Accounts 2020.</p> <p>The report will be submitted to the next meeting of the YPO Management Committee for the information to be noted by members.</p> <p><b>Resolved</b> – (1) That the Draft Pre - Audit Statement of Accounts 2020 are agreed.</p>
<b>22.</b>	<b>INTERNAL AUDIT UPDATE REPORT</b>
	<p>Consideration was given to the report of the Service Manager for Internal Audit &amp; Risk (Wakefield Council) which provided Members with details of audit work undertaken and reports issued between 2<sup>nd</sup> October 2020 – 31<sup>st</sup> January 2021.</p> <p>The Service Manager for Internal Audit &amp; Risk noted the Link audit is now underway.</p> <p><b>Resolved</b> – (1) That the Internal Audit Update Report be noted.</p>
<b>23.</b>	<b>INTERNAL AUDIT ACTIONS UPDATE</b>
	<p>Consideration was given to a report which provided an update as to the progress made towards actions resulting from internal audits completed at YPO, as part of the Annual Audit Plan by Wakefield Council’s Internal Audit.</p> <p>The Head of Finance (Matthew Hirst) provided assurances that we are confident the actions will be completed in a timely manner in 2021.</p> <p><b>Resolved</b> – (1) That the progress made in implementing internal audit actions be noted.</p>
<b>24.</b>	<b>EXTERNAL AUDIT UPDATE REPORT</b>
	<p>Craig Maxwell (Mazars) shared the External Audit Update report.</p> <p>Craig noted the impact and management of Covid-19 will be a key focus in this</p>

	<p>audit. Mazars will work with YPO management on the detail of reporting on this.</p> <p><b>Resolved – (1)</b> That the report be noted.</p>
<b>25.</b>	<b>GIFTS &amp; HOSPITALITY</b>
	<p>Consideration was given to the Gifts and Hospitality report presented by the Managing Director.</p> <p>It was noted that as part of its Anti-Fraud and Bribery Framework, YPO maintains a Gifts and Hospitality register as part of the policy which employees must follow.</p> <p>Members were happy with the content of the Gifts and Hospitality Register.</p> <p><b>Resolved – (1)</b> That the report be noted.</p>
<b>26.</b>	<b>EMPLOYEE INTERESTS</b>
	<p>The Managing Director shared a report detailing the Employee Declarations of Interest Policy. The Policy was fully reviewed and updated in October 2018 and no further changes are planned at this time.</p> <p><b>Resolved – (1)</b> That the report be noted.</p> <p>(2) Simon Hill to share an update on any outstanding declarations of interest.</p>
<b>27.</b>	<b>CIPFA FINANCIAL CODE SELF-ASSESSMENT</b>
	<p>Consideration was given to the report presented by the Head of Finance. YPO has carried out a self-assessment of financial management and this has been reviewed independently by Wakefield Council.</p> <p>The Head of Finance (Matthew Hirst) noted two key focus areas have been identified, including continued finance involvement in any decision making, and ensuring that any medium – long term financial strategies are synced into the wider organisations three-year strategy.</p> <p>Matthew noted that progress will be shared on this in the next meeting of the Audit &amp; Scrutiny Sub Committee.</p> <p><b>Resolved – (1)</b> That the report be noted.</p>
<b>28.</b>	<b>EXCLUSION OF THE PUBLIC AND PRESS</b>
	<p><b>Resolved –</b> That the public and press be excluded from the meeting during consideration of agenda items 17 - 19 on the grounds that it is likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended.</p>

	<p><b>URGENT ADDITIONAL ITEM:</b></p> <p>Simon Hill provided Members with an update on an operational issue which has arisen this week and could provide a risk to the organisation.</p> <p>Simon shared the possible implications of this with Members.</p> <p>Councillors asked several further questions on this and were satisfied with the responses provided from Officers.</p> <p><b>Resolved: (1)</b> It was agreed to undertake a review of YPO's contractual arrangements including the notice periods and bring this report back to the next Audit &amp; Scrutiny Sub Committee.</p> <p><b>(2)</b> It was agreed that a verbal update on this issue will be provided to the Executive Sub Committee next week, and a detailed report to be brought to the Management Committee on 26<sup>th</sup> March.</p>
<p><b>29.</b></p>	<p><b>LINK UPDATE REPORT (EXEMPT – PARAGRAPH 3)</b></p> <p>Consideration was given to the report of the Managing Director (Simon Hill), which provided Members with an update on the Link system.</p> <p>Simon noted we are monitoring progress against the lessons learnt review and shared the status of the actions.</p> <p><b>Resolved – (1)</b> That the update be noted.</p>
<p><b>30.</b></p>	<p><b>PUBLIC SECTOR UPDATE (EXEMPT – PARAGRAPH 3)</b></p> <p>Simon Hill shared the report of the Head of Public Sector (Gavin Rimmington) which provides details of the on-going work within the Procurement services team at YPO.</p> <p><b>Resolved – (1)</b> That the update be noted.</p>
<p><b>31.</b></p>	<p><b>STRATEGIC RISK REGISTER UPDATE (EXEMPT – PARAGRAPH 3)</b></p> <p>A report of the Head of Finance provided details of the Strategic Risk Register for YPO.</p> <p>The Strategic Risk Register explains to Members the risks faced by the organisation including assessment on the level of risk, the controls in place, any additional controls and risk owners.</p> <p><b>Resolved – (1)</b> That the Strategic Risk Registers for the Organisation be noted.</p>
<p><b>32.</b></p>	<p><b>DATE AND TIME OF NEXT MEETING</b></p>
	<p><b>Resolved – (1)</b> That the next meeting of the YPO Audit &amp; Scrutiny Sub Committee is to be held on 2<sup>nd</sup> July 2021, 10.30am.</p>



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**YORKSHIRE PURCHASING ORGANISATION EXECUTIVE SUB-COMMITTEE**

**12<sup>TH</sup> MARCH 2021**

**Present:** The Chair: Councillor Shaw (Wakefield)  
 Councillors: Walker (Wigan), Walsh (Knowsley), Mackenzie (North Yorkshire), Atkin (Rotherham), Bond (St Helens), Cox (Bolton), Daubeney (York).

<b>16:</b>	<b>CHAIR'S INTRODUCTION &amp; WELCOME</b>
	The Chair, Councillor Shaw, welcomed Members to the meeting.
<b>17:</b>	<b>APOLOGIES FOR ABSENCE</b>
	Apologies for absence submitted prior to the meeting were accepted on behalf of Cllr Whiteley, Bradford.
<b>18:</b>	<b>MEMBERS DECLARATION OF INTEREST</b>
	There were no declarations of interest made.
<b>19:</b>	<b>URGENT ITEMS</b>
	There were no urgent items were discussed.
<b>20:</b>	<b>MINUTES – 13<sup>TH</sup> NOVEMBER 2020</b>
	<b>Resolved</b> – (1) That the Minutes of the meeting of the YPO Executive Sub-Committee held on 13 <sup>th</sup> November 2020 be approved as a true and accurate record.
<b>21:</b>	<b>REVIEW OF FINANCIAL PROCEDURE RULES</b>
	Consideration was given to the Review of Financial Procedure Rules.  The Financial Procedure Rules have been reviewed to ensure compliance with the current law, and no changes are currently proposed.  <b>Resolved</b> – (1) That the Review of Financial Procedure Rules be noted.
<b>22:</b>	<b>LEAD AUTHORITY ISSUES</b>
	No Lead Authority issues were discussed.
<b>23:</b>	<b>EXCLUSION OF THE PUBLIC AND PRESS</b>
	<b>Resolved</b> – That the public and press be excluded from the meeting during consideration of Agenda Items 9 to 13 on the grounds that they are likely to involve the disclosure of exempt information as described in Part 1 of

	Schedule 12A to the Local Government Act 1972 as amended.
<b>24:</b>	<b>FINANCIAL PERFORMANCE REVIEW 2020 (EXEMPT)</b>
	<p>The Head of Finance (Matthew Hirst) presented the report which provides an update of the organisation's performance in 2020.</p> <p>Councillors asked a number of questions and were satisfied with the responses provided.</p> <p><b>Resolved</b> – (1) That the Financial Performance Review 2020 be acknowledged and noted.</p>
<b>25:</b>	<b>FINANCIAL PERFORMANCE REVIEW 2021 (EXEMPT)</b>
	<p>The Head of Finance (Matthew Hirst) presented the report which provides an update of the organisation's performance so far in 2021.</p> <p>Councillors asked a number of questions and were satisfied with the responses provided.</p> <p><b>Resolved</b> – (1) That the Financial Performance Review 2021 be acknowledged and noted.</p>
<b>26:</b>	<b>BUSINESS UPDATE (EXEMPT)</b>
	<p>The Managing Director (Simon Hill) presented the Business Update which provided Members with an update on activities of the organisation since the last sub-committee and provided an overview on forthcoming activities and challenges.</p> <p>The Managing Director (Simon Hill) provided Members with an update on an operational issue which could provide a risk to the organisation.</p> <p>Simon shared the possible implications of this with Members.</p> <p>Councillors asked several further questions on this and were satisfied with the responses provided from Officers.</p> <p><b>Resolved</b> – (1) That the report be noted.</p>
<b>27:</b>	<b>LINK UPDATE REPORT (EXEMPT)</b>
	<p>Consideration was given to the report of the Managing Director (Simon Hill), which provided Members with an update on the current project status.</p> <p>Simon also shared the progress made since the lessons learnt review was completed by Independent consultants Hatmill.</p> <p>Members raised a number of questions, and Officers provided detailed responses.</p>

	<p><b>Resolved – (1)</b> That the update be noted.</p>
<b>28:</b>	<p><b>INDEPENDENT DIRECTOR MEMBERS DISCUSSION (EXEMPT)</b></p> <p>The Chair requested that YPO officers leave the meeting for this item.</p> <p>Jon Towler (Independent Director) shared his findings from the last few months. Jon noted that recovery is the main priority for 2021 and shared that he is pleased on where the business is operationally and how the leadership team have responded to recent challenges. Jon noted that it is a good news story so far this year.</p> <p>Jon outlined an area where it is understood there is an opportunity for growth.</p> <p>Rob McWilliam (Independent Director) noted that he is optimistic for the future, the two Executive Director appointments are critical for the long-term strategy.</p> <p>Cash management should remain a key focus. Support for the leadership team from the Management Committee is important over the next few months.</p> <p>Councillors thanked the Independent Directors for their update and noted it was useful.</p> <p><b>Resolved – (1)</b> That the verbal update be acknowledged and noted.</p>
<b>29:</b>	<p><b>DATE AND TIME OF NEXT MEETING</b></p> <p><b>Resolved – (1)</b> That the next meeting of the YPO Executive Sub Committee is to be held 9<sup>th</sup> July 2021, at 10:30am.</p>

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**YORKSHIRE PURCHASING ORGANISATION**



**PRE-AUDIT  
STATEMENT  
OF ACCOUNTS  
2020**

41 Industrial Park • Wakefield • WF2 0XE

# 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 2020. 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 2020, 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.

## Narrative Statement by the Managing Director

The Balance Sheet shows the value as at the 31st December 2020 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.

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 2020 budget approved in November 2019 was for a turnover of £116m and a surplus of £8.447m, 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 outbreak of the Covid-19 pandemic and resulting measures put in place by the UK Government, in particular the closure of Schools from 23rd March 2020. With the majority of our customer base being education premises we saw a significant drop in trading activity throughout April and May. Trading recovered from June with the staggered opening of schools and the back to school campaign from September saw sales activity return to expected levels, this was mainly across our stores business with food and direct taking longer to recover.

Invoiced sales for the year are £99.6m and the reported deficit on trading of (£2.388m) is under the budgeted surplus of £8.447m by £10.865m, this excludes any income for pensions interest or expenditure financed from earmarked reserves.

Income from stock and framework contracts at £5.046m were under the budget of £6.4m, again this area of income was adversely impacted by the national lockdown. Across our framework contracts activity related rebates for ICT and Energy were reduced and our stock volume related rebates were reduced due to the lower than planned trading activity in the year.

Operating costs for 2020 were £33.864m, £1.012m over budget and £1.462m above 2019. The main overspends in the year were across supplies and services and mainly stocktake adjustments and external consultancy support, the majority of these overspends being linked to the remedial work done following the NAV implementation at the end of 2019. These overspends have been partially offset by volume related savings across transport and our 3PL charges.

Also incurred in the year were exceptional legal and professional costs relating to the proposed acquisition of Findel Education Limited. These costs mainly to the CMA phase 2 costs and the utilisation of external economists, along with legal fees. These costs totalled £1.6m in the year.

Further exceptional costs have been incurred in the form of an impairment provision against our stock holding of £3.117m. This reflects the excess Covid / PPE stock that we held at the year end. This stock was bought at a premium at the height of the first peak so we could service the public sector with their PPE needs, as the supply of these goods became more available throughout 2020 we have been left with stock in excess of current demand.

Trade debtors are at £19.9m, £5m up on 2019. This reflects the issues we have had in 2020 in the form of Covid-19 and the system implementation issues. With the result being an increase in invoicing queries and copy invoice requests compounded with restrictions placed on the credit control process due to the lockdown and closure of schools.

Inventory is at £21.8m, £8.1m higher than 2019. This reflects the excess PPE stock held with a value of £5m, after the impairment provision, it also reflects the increased stock holding of our usual product mix due to the reduced trading in the year. A total impairment provision of £3.3m has been included at the end of the year.

The net liabilities of the Organisation as at 31st December 2020 are £16.1m, significantly down on the £1.685m liability position in last years accounts. Net current assets, whilst reducing to £27.6m, are still healthy and the reduction from 2019 reflects the deficit made in the year. It is the movement across our pension liability of £12.4m which has created a greater 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.

## Narrative Statement by the Managing Director

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.

Cash flow movement in the year has decreased the cash at bank balances by £9.4m. 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.

No capital expenditure was incurred in the year.

An agreed dividend distribution of £7.747m for the trading year 2019, originally planned to be distributed in October 2020, was deferred until March 2021 due to the impact Covid-19 has had on cash flows in the year.

### **5. RETIREMENT BENEFITS**

The value of the Organisation's retirement benefits liability as at 31 December 2020 was £54.5 million (31 December 2018 £42.1 million). This significant increase is due to a reduction in the rate used to discount the schemes liabilities from 2.0% to 1.4%

The employer's contribution rate was 14.4% in 2020. (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 2020 financial year was given approval by the Management Committee at the meeting in November 2019. 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 £7.447m declared in respect of the 2019 trading year, is due to be distributed in March 2021. This includes a non cash loyalty bonus of £1.489m 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 2020 between the above companies are classed as related party transactions.

### **7. MEDIUM TERM FINANCIAL STRATEGIES**

The 2021 Budget was approved by the Management Committee in November 2020. An interim strategy for 2021 has been developed to focus on a year of recovery from the impact of NAV and Covid-19 and sits outside of our usual three year strategy cycle. The strategy focuses on providing a great customer experience, developing a sustainable cost base and opportunities for growth. Achieving these objectives will set the foundations for the next 3 year strategy that will be worked on during 2021.

The budget for 2021 has been built to help support the objectives outlined in the one year strategy, with investments made available across our IT infrastructure and digital transition.

A medium term financial strategy will be drawn up in line with the development of the 3 year strategy throughout 2021, along with the production of a capital and reserves strategy.

# 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 2020 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 2020, 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**

## Auditor's Opinion

**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.

2019	£000's										
	Usable Reserves			Unusable Reserves					Total Usable reserves	Total 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				
<b>Balance as at 31 December 2018</b>	29,600	85	610	10,625	(26,493)	(100)	156	30,295	(15,812)	14,483	
<b>Movement in Reserves during 2019</b>											
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)	
<b>Total Comprehensive Expenditure and Income</b>	<b>(5,673)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,621)</b>	<b>0</b>	<b>126</b>	<b>(5,673)</b>	<b>(10,495)</b>	<b>(16,168)</b>	
Adjustments between accounting basis and funding basis under regulation	0	0	0	0	0	0	0	0	0	0	
<b>Net Increase / (Decrease) before transfer to Earmarked Reserves</b>	<b>(5,673)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(10,621)</b>	<b>0</b>	<b>126</b>	<b>(5,673)</b>	<b>(10,495)</b>	<b>(16,168)</b>	
Transfer (to) / from Earmarked Reserves	5,520	0	44	(491)	(4,985)	(85)	(4)	5,565	(5,565)	0	
<b>Increase / (Decrease) in Movement in Year</b>	<b>(153)</b>	<b>0</b>	<b>44</b>	<b>(491)</b>	<b>(15,606)</b>	<b>(85)</b>	<b>122</b>	<b>(109)</b>	<b>(16,060)</b>	<b>(16,168)</b>	
<b>Balance as at 31 December 2019</b>	<b>29,447</b>	<b>85</b>	<b>654</b>	<b>10,134</b>	<b>(42,099)</b>	<b>(185)</b>	<b>279</b>	<b>30,186</b>	<b>(31,871)</b>	<b>(1,685)</b>	<b>13</b>

2020	£000's										
	Usable Reserves			Unusable Reserves					Total Usable reserves	Total 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				
<b>Balance as at 31 December 2019</b>	29,447	85	654	10,134	(42,099)	(185)	279	30,186	(31,871)	(1,685)	
<b>Movement in Reserves during 2020</b>											
Surplus or (Deficit) on Operations	(7,579)	0	0	0	0	0	0	(7,579)	0	(7,579)	
Other Comprehensive Income	0	0	0	0	(7,695)	0	810	0	(6,885)	(6,885)	
<b>Total Comprehensive Expenditure and Income</b>	<b>(7,579)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,695)</b>	<b>0</b>	<b>810</b>	<b>(7,579)</b>	<b>(6,885)</b>	<b>(14,465)</b>	
Adjustments between accounting basis and funding basis under regulation	0	0	0	0	0	0	0	0	0	0	
<b>Net Increase / (Decrease) before transfer to Earmarked Reserves</b>	<b>(7,579)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,695)</b>	<b>0</b>	<b>810</b>	<b>(7,579)</b>	<b>(6,885)</b>	<b>(14,465)</b>	
Transfer (to) / from Earmarked Reserves	5,370	0	0	(450)	(4,731)	(188)	(1)	5,371	(5,370)	0	
<b>Increase / (Decrease) in Movement in Year</b>	<b>(2,209)</b>	<b>0</b>	<b>0</b>	<b>(450)</b>	<b>(12,426)</b>	<b>(188)</b>	<b>808</b>	<b>(2,209)</b>	<b>(12,256)</b>	<b>(14,465)</b>	
<b>Balance as at 31 December 2020</b>	<b>27,238</b>	<b>85</b>	<b>654</b>	<b>9,683</b>	<b>(54,525)</b>	<b>(372)</b>	<b>1,087</b>	<b>27,977</b>	<b>(44,127)</b>	<b>(16,150)</b>	<b>13</b>

# Comprehensive Income and Expenditure Account

<b>2019</b>		<b>2020</b>	
<b>£'000</b>		<b>£'000</b>	<b>Note</b>
110,745	<i>Invoiced Turnover</i>	99,623	6
<b>(79,027)</b>	<i>Cost of Sales</i>	<b>(70,242)</b>	
31,718	<i>Gross Margin</i>	29,381	
5,812	Rebates	5,046	6
2,242	Other Income	1,736	6
<b>39,773</b>	<i>Gross Surplus</i>	<b>36,163</b>	
	<i>Operating Expenses</i>		
<b>(18,779)</b>	Employees	<b>(19,290)</b>	
<b>(1,004)</b>	Premises	<b>(1,047)</b>	
<b>(7,742)</b>	Supplies and Services	<b>(12,761)</b>	
<b>(4,726)</b>	Transport	<b>(4,533)</b>	
<b>(127)</b>	S.L.A. Costs	<b>(127)</b>	
<b>(173)</b>	Financial and Miscellaneous	<b>(355)</b>	
<b>(495)</b>	Depreciation and revaluation increase/(decrease)	<b>(452)</b>	8
<b>(4,246)</b>	Pension service gain(cost) net of charges made to the general fund	<b>(3,910)</b>	7
<b>(37,292)</b>	<i>Net Operating Expenditure</i>	<b>(42,474)</b>	
<b>2,481</b>	<i>Surplus/(deficit) on trading operations</i>	<b>(6,311)</b>	
	<i>Financing and investment income and expenditure</i>		
<b>(94)</b>	Impairment Losses - Increase in allowance in the year	<b>(130)</b>	
<b>(739)</b>	Pensions Interest Cost and Expected Return on Pension Assets	<b>(821)</b>	7
97	Interest Receivable	13	
<b>(7,419)</b>	Dividend paid	<b>(331)</b>	
<b>(8,154)</b>		<b>(1,268)</b>	
<b>(5,673)</b>	<i>Surplus/(Deficit) on provision of service</i>	<b>(7,579)</b>	
	<i>Other Comprehensive income and expenditure</i>		
<b>(10,621)</b>	Actuarial gains / (losses) on pension assets / liabilities	<b>(7,695)</b>	
<b>126</b>	Gains / (losses) on revaluations of PPE and depreciation	<b>810</b>	
<b>(10,495)</b>		<b>(6,885)</b>	
<b>(16,168)</b>	<i>Total comprehensive Income and Expenditure</i>	<b>(14,465)</b>	

# BALANCE SHEET

The Balance Sheet shows the value as at 31st December 2020 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.

<b>31st Dec 2019</b>		<b>31st Dec 2020</b>	<b>Note</b>
<u>£'000</u>		<u>£'000</u>	
	<b>Long term Assets</b>		
9,913	Property, Plant and Equipment	10,298	8
46	Intangible Assets	21	8
<u>500</u>	Debtors: Amounts due after more than one year	<u>500</u>	
<b><u>10,459</u></b>	<b>Total Long Term Assets</b>	<b><u>10,819</u></b>	
	<b>Current Assets</b>		
13,690	Inventories	21,817	9
14,969	Short term debtors	19,986	10
<u>10,970</u>	Cash and cash equivalents	<u>1,570</u>	
<b><u>39,629</u></b>	<b>Total Current Assets</b>	<b><u>43,372</u></b>	
	<b>Current Liabilities</b>		
<u>(9,577)</u>	Short term creditors	<u>(15,775)</u>	11
<b><u>(9,577)</u></b>	<b>Total Current Liabilities</b>	<b><u>(15,775)</u></b>	
<b><u>30,052</u></b>	<b>Net Current Assets</b>	<b><u>27,597</u></b>	
	<b>Long term Liabilities</b>		
(96)	Liability relating to Finance Leases	(41)	
<u>(42,099)</u>	Liability relating to Defined Benefit Pension Scheme	<u>(54,525)</u>	7
<b><u>(1,685)</u></b>	<b>Net Assets / (Net Liabilities)</b>	<b><u>(16,150)</u></b>	
	<b>Financed by:</b>		
	<b>Usable Reserves</b>		
29,447	General Fund	27,238	
85	Usable Capital Receipts Reserve	85	13
654	Internal Investment reserve	654	13
	<b>Unusable Reserves</b>		
10,133	Joint Committee Capital Adjustment Account	9,683	13
<u>(42,099)</u>	Pension Reserve	<u>(54,525)</u>	13
<u>(185)</u>	Earmarked Accumulated Absences Account	<u>(372)</u>	13
279	Revaluation Reserve	1,087	13
<b><u>(1,685)</u></b>	<b>Total Reserves</b>	<b><u>(16,150)</u></b>	

## 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.

<b>2019</b>		<b>2020</b>
<b>£'000</b>		<b>£'000</b>
<b>(5,673)</b>	<b>Net surplus/(deficit) on the provision of service</b>	<b>(7,579)</b>
	<b>Adjustment to the net surplus/(deficit) for non cash movements</b>	
440	Depreciation and revaluation increase/(decrease)	452
766	(Increase)/Decrease in Inventories	<b>(8,127)</b>
<b>(1,832)</b>	(Increase)/Decrease in Debtors	<b>(5,018)</b>
4,985	(Increase)/Decrease in Pension Liability	4,731
2,330	Increase/(Decrease) in Creditors	6,143
<b>(1,028)</b>	Redemption of loyalty vouchers	<b>(331)</b>
<u>5,661</u>		<u><b>(2,150)</b></u>
	<b>Adjustments for items included in the net surplus/(deficit) that are financing/investing activities</b>	
7,419	Dividend payment	331
<b>7,419</b>		<b>331</b>
<b>7,406</b>	<b>Net cash flows from operating activities</b>	<b>(9,399)</b>
	<b>Investing Activities</b>	
0	Purchase of PPE	0
<u>0</u>		<u>0</u>
	<b>Financing Activities</b>	
0	Loans issued	0
<b>(6,390)</b>	Dividends paid to Members	0
<u><b>(6,390)</b></u>		<u>0</u>
<b>1,016</b>	<b>Net Increase/(Decrease) in Cash and Cash Equivalents</b>	<b>(9,399)</b>
9,954	Cash and Cash Equivalents at the beginning of the reporting period	10,970
<b>10,970</b>	<b>Cash and Cash Equivalents at the end of the reporting period</b>	<b>1,570</b>

### Note on operating activities

97	The cash flows from operating activities include the following items	13
<b>97</b>	Interest Receivable	<b>13</b>

## 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.

## Notes to the Core Financial Statements

### 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.

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 2020, 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	2020
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.

## Notes to the Core Financial Statements

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.

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 1.4% on funded liabilities and 1.4% on unfunded liabilities (based on a weighted average of "spot yields" on AA rated corporate bonds).

## Notes to the Core Financial Statements

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.

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.

## Notes to the Core Financial Statements

### **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.

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.

## Notes to the Core Financial Statements

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.

### **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**

There has been no impact of new accounting standards adopted since the last accounting period.

## **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 2020 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 equipped 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.

## 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 £3.339m.

#### **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 £1.6m of transaction costs, relating to the proposed acquisition of Findel Education Limited, have been incurred and expensed through the I&E account.

£1.2m of stock losses have been recognised in the year, this is significantly higher than previous years and reflects the additional synchronisation work that has been ongoing throughout the year following the NAV system implementation issues from December 2019.

£3.1m of inventory impairment costs have been incurred in the year. This is to reflect our increased inventory holding at the year end due to excess PPE items procured at the beginning of the pandemic. The impairment reflects the current market value of the goods and the reduced demand we have seen towards the end of 2020.

### 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 2020 was 14.4%. Employees contributions in 2020 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
	2019 £'000	2019 £'000	2019 £'000	2020 £'000	2020 £'000	2020 £'000
<b>Comprehensive Income and Expenditure Account</b>						
<b>Cost of Service</b>						
Current Service Cost	3,674	0	3,674	5,912	0	5,912
Past Service Cost	2,643	0	2,643	47	0	47
Curtailment (Gain)/Loss	0	0	0	0	0	0
<b>Financing and investment income and Expenditure</b>						
Net interest Expense	715	24	739	804	17	821
<b>Total Post Employment Benefit Charged to the surplus or Deficit on the Provision of Services</b>	<b>7,032</b>	<b>24</b>	<b>7,056</b>	<b>6,763</b>	<b>17</b>	<b>6,780</b>
<b>Other Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>						
<b>Remeasurement of the net defined benefit liability</b>						
Return on plan assets (gains)/losses	(12,136)	0	(12,136)	(438)	0	(438)
Actuarial (Gains) and losses-demographic assumptions	0	0	0	(5,729)	(64)	(5,793)
Actuarial (Gains) and losses-experience	339	2	341	(4,283)	(71)	(4,354)
Actuarial (Gains) and losses-financial assumptions	22,351	65	22,416	18,250	30	18,280
<b>Total Post Employment Benefit Charged to the Comprehensive Income and Expenditure Statement</b>	<b>17,586</b>	<b>91</b>	<b>17,677</b>	<b>14,563</b>	<b>(88)</b>	<b>14,475</b>
<b>Movement in Reserves Statement</b>						
Reversal of net charges made to the comprehensive Income and Expenditure account for post employment benefits in accordance with the Code	(7,032)	(24)	(7,056)	(6,763)	(17)	(6,780)
Actual amount charged against the General Fund balance for pensions in the year:						
- employer's contributions to the pension scheme	2,009	0	2,009	1,993	56	2,049
-retirement benefits payable to pensioners	0	62	62	0	0	0
<b>Total Charge against the General fund</b>	<b>(5,023)</b>	<b>38</b>	<b>(4,985)</b>	<b>(4,770)</b>	<b>39</b>	<b>(4,731)</b>

## Notes to the Core Financial Statements

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

	<b>Males</b>		<b>Females</b>	
	<b>2019</b>	<b>2020</b>	<b>2019</b>	<b>2020</b>
Rating to base table	0	0	0	0
Scaling to base table rates (Current)	105%	105%	90%	95%
Scaling to base table rates (Future)	115%	120%	90%	105%
Cohort improvement factors	CMI Paper91	CMI 2018	CMI Paper91	CMI 2018
Minimum underpin to improvement factors	1.50%	1.50%	1.50%	1.50%
Future lifetime from age 65 (currently aged 65)	22.2	21.8	25.4	24.6
Future lifetime from age 65 (currently aged 45)	23.2	22.5	27.2	25.7

### 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:

	<b>Funded</b>		<b>Unfunded</b>	
	<b>2019</b>	<b>2020</b>	<b>2019</b>	<b>2020</b>
	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>	<b>£000s</b>
<b>Recognised in the Balance Sheet</b>				
Fair value of assets	102,988	105,236	0	0
Present value of the defined benefit obligation	(144,198)	(159,016)	(889)	(745)
<b>Net liability arising from defined benefit obligation</b>	<b>(41,210)</b>	<b>(53,780)</b>	<b>(889)</b>	<b>(745)</b>

### 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.

	<b>2019</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>
Balance at 1st January	89,062	102,988
Interest income	2,572	2,058
Remeasurement gains/ (losses) on assets	12,136	438
Employer contributions	2,009	1,993
Contributions by scheme participants	836	878
Benefits paid	(3,627)	(3,119)
<b>Balance at 31st December</b>	<b>102,988</b>	<b>105,236</b>

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

	<b>Funded Liabilities</b>		<b>Unfunded Liabilities</b>	
	<b>2019</b>	<b>2020</b>	<b>2019</b>	<b>2020</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Balance at 1st January	(114,695)	(144,198)	(860)	(889)
Current Service Cost	(3,674)	(5,912)	0	0
Interest Cost	(3,287)	(2,862)	(24)	(17)
Contributions by scheme participants	(836)	(878)	0	0
Remeasurement gains and (losses)	0	5,729	0	64
<i>Actuarial gains and (losses) - demographic assumptions</i>	(22,351)	(18,250)	(65)	(30)
<i>Actuarial gains and (losses) - financial assumptions</i>	(339)	4,283	(2)	71
Benefits paid	3,627	3,119	62	56
Past service costs and curtailments	(2,643)	(47)	0	0
<b>Balance at 31st December</b>	<b>(144,198)</b>	<b>(159,016)</b>	<b>(889)</b>	<b>(745)</b>

### 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:

	<b>Assets held</b>	
	<b>2019</b>	<b>2020</b>
Equity investments	78.30%	79.00%
Property	4.30%	4.00%
Government Bonds	9.90%	9.20%
Corporate Bonds	4.50%	4.80%
Cash	1.80%	1.30%
Other assets *	1.20%	1.70%
<b>TOTAL</b>	<b>100.0%</b>	<b>100.0%</b>

\* 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 2019 and the unfunded scheme as at 31st December 2020.

	Funded element		Unfunded element	
	<u>2019</u>	<u>2020</u>	<u>2019</u>	<u>2020</u>
Mortality assumptions				
Longevity at 65 for current pensioners				
Men	22.2 years	21.8 years	22.2 years	21.8
Women	25.4 years	24.6 years	25.4 years	24.6
Longevity at 45 for current pensioners				
Men	23.2 years	22.5 years	-	-
Women	27.2 years	25.7 years	-	-
Rate of Inflation (RPI)	3.00%	2.80%	3.00%	2.80%
Rate of Inflation (CPI)	2.20%	2.10%	2.20%	2.20%
Rate of Increase in Salaries	3.45%	3.35%	-	-
Rate of Increase in Deferred Pensions	2.20%	2.10%	-	-
Rate of Increase in Pensions	2.20%	2.10%	2.20%	2.20%
Rate for discounting scheme liabilities	2.00%	1.40%	2.00%	2.00%
Take-up of option to convert annual pension into retirement lump sum	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)	5,884	(5,884)
Rate of increase in salaries (+ or - 0.1%)	(477)	(523)
Rate of increase in pensions (+ or - 0.1%)	(3,021)	2,862
Rate for discounting scheme liabilities (+ or - 0.1%)	3,339	(3,498)

### 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 £53,780k 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 2021 are £1.982m. In addition, contributions towards the unfunded obligations will be required. Expected contributions for the discretionary benefits in the year to 31st December 2021 are £0.057m.

The weighted average duration of the defined benefit obligation for scheme members is 21.7 years.

## Notes to the Core Financial Statements

### 8. Property Plant and Equipment

#### Property Plant and Equipment

##### Cost or valuation

Opening balance 1 January 2020	9,186	851	1,145	3,679	14,862
Revaluation increase / (decrease) recognised in the Revaluation Reserve	670	0	0	0	670
Revaluation increase / (decrease) recognised in the I&E	(37)	0	0	0	(37)
Additions	0	0	0	0	0
Impairment	0	0	0	0	0
Disposals	0	0	0	0	0

**At 31 December 2020**

##### Depreciation and impairments

Opening balance 1 January 2020	0	575	984	3,390	4,949
Charge for depreciation 2020	165	34	66	151	416
Disposals	0	0	0	0	0
Impairment	0	0	0	0	0
Acc depreciation write out to gross carrying amount	-165	0	0	0	(165)
Depreciation written out to I&E	0	0	0	0	0

**At 31 December 2020**

**Net Book Value at 31 December 2020**

*Net Book Value at 1 January 2020*

	Land & Buildings £'000	Furniture & Equipment £'000	Computers £'000	Vehicles £'000	TOTAL £'000
<b>At 31 December 2020</b>	<b>9,820</b>	<b>851</b>	<b>1,145</b>	<b>3,679</b>	<b>15,495</b>
<b>Depreciation and impairments</b>					
<b>At 31 December 2020</b>	<b>0</b>	<b>609</b>	<b>1,050</b>	<b>3,541</b>	<b>5,200</b>
<b>Net Book Value at 31 December 2020</b>	<b>9,820</b>	<b>242</b>	<b>95</b>	<b>138</b>	<b>10,295</b>
<i>Net Book Value at 1 January 2020</i>	<i>9,186</i>	<i>276</i>	<i>161</i>	<i>289</i>	<i>9,912</i>

#### 2019 Comparative

#### 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 - Re-stated	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)
Revaluation	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
<b>At 31 December 2019</b>	<b>9,186</b>	<b>851</b>	<b>1,145</b>	<b>3,679</b>	<b>14,862</b>
<b>Depreciation and impairments</b>					
<b>At 31 December 2019</b>	<b>0</b>	<b>575</b>	<b>984</b>	<b>3,390</b>	<b>4,949</b>
<b>Net Book Value at 31 December 2019</b>	<b>9,186</b>	<b>276</b>	<b>161</b>	<b>289</b>	<b>9,912</b>
<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>

## 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.

	2019	2020
	<b>Intangible Assets £'000</b>	<b>Intangible Assets £'000</b>
<b>Cost or valuation</b>		
Opening balance 1 January	192	192
Additions	0	0
Impairment	0	0
Disposals	0	0
<b>At 31 December</b>	<b>192</b>	<b>192</b>
<b>Amortisation and impairments</b>		
Opening balance 1 January	122	147
Amortisation charge for the year	25	25
Impairment	0	0
Disposals	0	0
<b>At 31 December</b>	<b>147</b>	<b>172</b>
<b>Net Book Value at 31 December</b>	<b>45</b>	<b>20</b>
<b>Net Book Value at 1 January</b>	<b>70</b>	<b>45</b>

**9. Inventories**

31st Dec 2020	Warehouse Stock £000's	Packing and Materials £000's	Total £000's
Opening inventory balance	13,664	225	13,890
Purchases	66,585	237	66,822
Recognised as an expense in year	(55,321)	(257)	(55,578)
Increase / (Decrease) in Stock in Transit accrual	0	0	0
Reversals of write offs in previous years	0	0	0
<b>Closing Inventory balance</b>	<b>24,928</b>	<b>205</b>	<b>25,134</b>
Provision for stock write off	(3,317)	0	(3,317)
<b>Closing Inventory balance net of provisions made</b>	<b>21,611</b>	<b>205</b>	<b>21,817</b>

31st Dec 2019	Warehouse Stock £000's	Packing and Materials £000's	Total £000's
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
<b>Closing Inventory balance</b>	<b>13,664</b>	<b>225</b>	<b>13,890</b>
Provision for stock write off	(200)	0	(200)
<b>Closing Inventory balance net of provisions made</b>	<b>13,464</b>	<b>225</b>	<b>13,690</b>

## 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

	31st Dec 2019 £'000	31st Dec 2020 £'000
Trade Debtors	9,748	13,816
Accumulated Absences	1	2
Less - Impairment Allowance	(222)	(258)
	9,528	13,560
Payments in Advance and accrued income	5,442	6,426
<b>Total</b>	14,969	19,986

Debtors are analysed by the following categories

#### Trade debtors

	31st Dec 2019 £'000	31st Dec 2020 £'000
Central government bodies / VAT	108	0
other local authorities	7,987	11,951
NHS bodies	2	8
public corporations and trading funds	0	0
bodies external to general government (i.e. all other bodies)	1,651	1,857
	9,748	13,816

#### Payments in advance and accrued income

central government bodies	0	0
other local authorities	0	0
NHS bodies	0	0
public corporations and trading funds	0	0
bodies external to general government (i.e. all other bodies)	5,442	6,426
	5,442	6,426

#### Debtors: Amounts due after more than one year

	31st Dec 2019 £'000	31st Dec 2020 £'000
Loans Receivable	500	500
<b>Total</b>	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

	31st Dec 2019 £'000	31st Dec 2020 £'000
Trade Creditors	4,830	4,159
Accruals	4,507	7,120
Finance Leases	55	55
VAT	0	4,069
Accumulated absences	185	372
<b>Total</b>	9,577	15,775

Creditors are analysed by the following categories

#### Trade creditors

	31st Dec 2019 £'000	31st Dec 2020 £'000
central government bodies	0	0
other local authorities	83	18
NHS bodies	0	0
public corporations and trading funds	0	0
bodies external to general government (i.e. all other bodies)	4,748	4,141
	4,830	4,159

#### Accruals / Leases / VAT

central government bodies	0	4,069
other local authorities	0	3,500
NHS bodies	0	0
NHS bodies	0	0
public corporations and trading funds	0	0
bodies external to general government (i.e. all other bodies).	4,747	4,047
	4,747	11,616

## Notes to the Core Financial Statements

### Long Term Liabilities

Finance Leases
Liability relating to Defined Benefit Pension Scheme
<b>Total</b>

	31st Dec 2019		31st Dec 2020
	£'000		£'000
	96		52
	42,099		54,525
<b>Total</b>	<b>42,195</b>		<b>54,577</b>

## 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 no amounts were invested.

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	
	31/12/2019	31/12/2020	31/12/2019	31/12/2020	31/12/2019	31/12/2020
	£000's	£000's	£000's	£000's	£000's	£000's
Amortised Cost						
- Debtors	500	500	9,526	13,558	10,026	14,058
Fair Value through other comprehensive income	0	0	0	0	0	0
<b>Total Financial Assets</b>	<b>500</b>	<b>500</b>	<b>9,526</b>	<b>13,558</b>	<b>10,026</b>	<b>14,058</b>

An impairment allowance of £258k (2019 £222k) 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 2020 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 2020 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	
	31/12/2019	31/12/2020	31/12/2019	31/12/2020	31/12/2019	31/12/2020
Amortised Cost						
- Trade Creditors	0	0	4,830	4,159	4,830	4,159
<b>Total Financial Liabilities</b>	<b>0</b>	<b>0</b>	<b>4,830</b>	<b>4,159</b>	<b>4,830</b>	<b>4,159</b>

## 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 2019 £'000	31st Dec 2020 £'000	Net Movement in the Year £'000	Note
<u>Usable reserves</u>				
General Fund Balance	29,447	27,238	(2,209)	i
Capital Receipts Reserve	85	85	0	ii
Internal Investment Reserve	654	654	0	iii
<u>Unusable reserves</u>				
Joint Committee Capital Adjustment Account	10,134	9,683	(450)	iv
Earmarked Pension reserve	(42,099)	(54,525)	(12,426)	v
Earmarked Accumulated Absences Account	(185)	(372)	(188)	vi
Revaluation reserve	279	1,087	808	vii
<b>Total reserves</b>	<b>(1,685)</b>	<b>(16,150)</b>	<b>(14,465)</b>	

(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 2020 had a balance of £1m.

	2019 £'000	2020 £'000
<b>General fund balance</b>		
Balance brought Forward 1st of January	29,600	29,447
Surplus or deficit on operations	(5,673)	(7,579)
<b>Total comprehensive income and expenditure</b>	<b>(5,673)</b>	<b>(7,579)</b>
Depreciation and impairment	495	452
Revaluation losses (gains)	0	0
Capital expenditure charged to the GF	0	0
Transfer of cash sale proceeds	0	0
Reversal of IAS 19 charges to I&E	7,056	6,780
Employer's pension contributions	(2,071)	(2,049)
Movement in employee absence accrual	85	188
<b>Total voluntary adjustments</b>	<b>5,565</b>	<b>5,370</b>
Pension Contribution Reserve	0	0
Internal Investment Reserve	(45)	0
<b>Total transfers to/from cash reserves</b>	<b>(45)</b>	<b>0</b>
<b>Total transfers to/from earmarked reserves</b>	<b>5,520</b>	<b>5,370</b>
<b>Balance Carried Forward 31st December</b>	<b>29,447</b>	<b>27,238</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>(153)</b>	<b>(2,209)</b>

## 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.

	2019 £'000	2020 £'000
<b>Usable Capital Receipts Reserve</b>		
Balance brought Forward 1st of January	85	85
<b>Amounts Received</b>		
General receipts	0	0
<b>Amounts Applied</b>		
New Capital Investment	0	0
<b>Balance Carried Forward 31st December</b>	<b>85</b>	<b>85</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>0</b>	<b>0</b>

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

	2019 £'000	2020 £'000
<b>Internal Investment Reserve</b>		
Balance brought Forward 1st of January	610	654
<b>Transferred to Reserves</b>		
Reserves for specific projects created in year	501	0
<b>Amounts Applied</b>		
Reserve balances utilised in year	(456)	0
<b>Amounts released back to the General Fund</b>		
Reserve balances no longer required and released back to the General Fund	0	0
<b>Balance Carried Forward 31st December</b>	<b>654</b>	<b>654</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>44</b>	<b>0</b>

(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.

	2019 £000	2020 £000
<b>Joint Committee Capital Adjustment Account</b>		
Balance brought Forward 1st of January	10,625	10,134
Brought Forward adjustment		
<b>Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:</b>		
Charges for depreciation and impairment of non-current assets	(495)	(452)
Revaluation (losses) gains on property plant and equipment	1	0
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	4	1
	10,134	9,683
<b>Net Written out amount of the cost of non-current assets consumed in the year</b>		
<b>Capital financing applied in the year</b>		
Use of the Capital Receipts Reserve to finance new capital expenditure	0	0
Capital expenditure charged against the General Fund	0	0
	10,134	9,683
<b>Balance Carried Forward 31st December</b>	<b>10,134</b>	<b>9,683</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>(491)</b>	<b>(450)</b>

## 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.

	2019 £000	2020 £000
<b>Earmarked Pension Reserve</b>		
Balance brought forward 1st January	(26,493)	(42,099)
Actuarial Gains or (losses) on pension assets and Liabilities	(10,621)	(7,695)
Reversal of items relating to retirement benefits debited or credited to the Comprehensive Income and Expenditure Statement	(7,056)	(6,780)
Employers pensions contributions and direct payments to pensioners payable in year	2,071	2,049
<b>Balance Carried Forward 31st December</b>	<b>(42,099)</b>	<b>(54,525)</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>(15,606)</b>	<b>(12,426)</b>

(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.

	2019 £000	2020 £000
<b>Earmarked Accumulated Absences Account</b>		
Balance brought forward 1st January	(100)	(185)
Settlement or cancellation of accrual made in preceding year	100	185
Amount to be accrued for current year	(185)	(372)
Amount to be charged to the Comprehensive Income and Expenditure Statement	(85)	(188)
<b>Balance as at 31st December</b>	<b>(185)</b>	<b>(372)</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>(85)</b>	<b>(188)</b>

(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

	2019 £000	2020 £000
<b>Revaluation Reserve</b>		
Balance brought Forward 1st of January	156	279
Upward revaluation of assets	0	810
Difference between fair value depreciation and historical cost depreciation	(4)	(1)
Revaluation written out to the General Fund	126	0
Adjusting amounts written out of the Joint Committee Capital Adjustment Account	0	0
<b>Balance Carried Forward 31st December</b>	<b>279</b>	<b>1,087</b>
<b>Movement in year represented in the Movement in Reserves Statement</b>	<b>122</b>	<b>808</b>

## 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	
	2019	2020
50,000 - 54,999	5	4
55,000 - 59,999	2	3
60,000 - 64,999	5	2
65,000 - 69,999	-	4
70,000 - 74,999	2	2
75,000 - 79,999	-	1
80,000 - 84,999	1	1
<b>TOTAL</b>	<b>15</b>	<b>17</b>

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 2019 are also shown and these officers are excluded from the above table.

2020						
Post	Salary incl. BiK	Expenses	Pay in Lieu of Notice	Redundancy Pay	Pension Contributions	Total Remuneration
Managing Director	134,784	168	-	-	19,246	154,198
Deputy Managing Director	110,475	-	-	118,679	15,371	244,524
Executive Director	99,939	369	-	-	13,659	113,967
Executive Director	97,558	22	-	-	13,905	111,485
	<b>442,755</b>	<b>559</b>	<b>-</b>	<b>118,679</b>	<b>62,182</b>	<b>624,174</b>

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	150,946
Deputy Managing Director	107,563	537	-	-	13,317	121,417
Executive Director	98,409	922	-	-	14,757	114,088
Executive Director	95,476	72	-	-	13,317	108,866
	<b>432,949</b>	<b>2,546</b>	<b>-</b>	<b>-</b>	<b>59,824</b>	<b>495,318</b>

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	
	2019 No.	2020 No.	2019 No.	2020 No.	2019 No.	2020 No.	2019 £000's	2020 £000's
0 - 20,000	3	1	-	3	3	4	42	8
20,001 - 40,000	1	-	-	1	1	1	21	23
40,001 - 60,000	-	-	-	-	-	-	-	-
60,001 - 80,000	-	-	-	-	-	-	-	-
80,000 and over	1	-	-	1	1	1	193	119
<b>Total</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>256</b>	<b>150</b>

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

	2019 £000	2020 £000
<b>Vehicles, Furniture and Equipment</b>	151	96

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

	2019 £000	2020 £000
<b>Finance Lease Liabilities (net present value of minimum lease payments)</b>		
Due within one year	55	55
Due after one year and not later than five years	96	41
Finance costs payable in future years	5	3
<b>Minimum lease payments</b>	<b>156</b>	<b>99</b>

The minimum lease payments will be payable over the following periods

	Minimum Lease Payments		Finance Lease Liabilities	
	2019 £000	2020 £000	2019 £000	2020 £000
Not later than one year	42	27	55	55
Later than one year and not later than five years	114	73	96	41
Later than five years	0	0	0	0
	<b>156</b>	<b>99</b>	<b>151</b>	<b>96</b>

#### 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:

	2019 £000	2020 £000
Not later than one year	219	158
Later than one year and not later than five years	322	191
Later than five years	2,320	2,320
	<b>2,861</b>	<b>2,669</b>

Amounts charged, in respect of these leases, to the Comprehensive Income and Expenditure Statement during 2020 were £377k (2019 £425k) 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

2019 £'000	YPO Profit & Loss	2020 £'000
	<b>Trading</b>	
74,070	Stores	70,458
12,534	Food	9,391
24,141	Directs	19,773
<b>110,745</b>	<b>Total Invoiced Sales</b>	<b>99,623</b>
(79,027)	Cost of Sales	(70,242)
<b>31,718</b>	<b>Gross Margin</b>	<b>29,381</b>
5,812	Rebates	5,046
2,242	Other Income	1,736
<b>39,773</b>	<b>Total Income</b>	<b>36,163</b>
	<b>Operating Costs</b>	
(18,730)	Employment costs	(19,290)
(996)	Premises	(1,047)
(7,342)	Supplies and Services	(12,761)
(4,726)	Transport	(4,533)
(127)	SLA costs	(127)
(173)	Financial & Misc.	(355)
(495)	Depreciation	(452)
<b>(32,589)</b>	<b>Total Operating Costs</b>	<b>(38,564)</b>
97	Interest (payable)/receivable	13
-	Profit/(loss) on disposal of assets	-
-	Dividend paid	-
-	Pension costs	-
<b>7,280</b>	<b>Surplus or (deficit)</b>	<b>(2,388)</b>

2019 £'000	Reconciliation of P&L Account to I&E Account	2020 £'000
7,280	Net Profit in P&L Account	(2,388)
(12,954)	Amounts in the Comprehensive Income and Expenditure Statement not reported to management	(5,192)
-	Amounts included in the P&L not included in the Comprehensive Income and Expenditure Statement	-
<b>(5,673)</b>	<b>Surplus/(Deficit) on provision of service</b>	<b>(7,579)</b>

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 2020	P&L Acct £'000	Amts not rptd for mgt dec making £'000	Alloc'n of reporting expenses £'000	I&E Statement £'000
<b>Total Invoiced Sales</b>	<b>99,623</b>	0	0	<b>99,623</b>
Cost of Sales	(70,242)	0	0	(70,242)
<b>Gross Margin</b>				
Discounts	0	0	0	0
Rebates	5,046	0	0	5,046
Other Income	1,736	0	0	1,736
<b>Total Income</b>	<b>36,163</b>	<b>0</b>	<b>0</b>	<b>36,163</b>
<b>Operating Costs</b>				
Employment costs	(19,290)	0	0	(19,290)
Premises	(1,047)	0	0	(1,047)
Supplies and Services	(12,761)	0	0	(12,761)
Transport	(4,533)	0	0	(4,533)
SLA costs	(127)	0	0	(127)
Financial & Misc.	(355)	0	0	(355)
Depreciation	(452)	0	0	(452)
<b>Total Operating Costs</b>	<b>(38,564)</b>	<b>0</b>	<b>0</b>	<b>(38,564)</b>
Interest (payable)/receivable	13	0	0	13
Exceptional Items	0	0	0	0
Revaluation gains / (losses)	0	0	0	0
Impairment allowances	0	(130)	0	(130)
Dividend paid	0	(331)	0	(331)
Earmarked reserves funding	0	0	0	0
Pension costs	0	(4,731)	0	(4,731)
<b>Surplus or (deficit) on provision of service</b>	<b>(2,388)</b>	<b>(5,192)</b>	<b>0</b>	<b>(7,579)</b>

Notes to the Core Financial Statements

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
<b>Total Invoiced Sales</b>	<b>110,745</b>	<b>0</b>	<b>0</b>	<b>110,745</b>
Cost of Sales	(79,027)	0	0	(79,027)
<b>Gross Margin</b>				<b>0</b>
Discounts	0	0	0	0
Rebates	5,812	0	0	5,812
Other Income	2,242	0	0	2,242
<b>Total Income</b>	<b>39,773</b>	<b>0</b>	<b>0</b>	<b>39,773</b>
<b>Operating Costs</b>				
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)
<b>Total Operating Costs</b>	<b>(32,589)</b>	<b>0</b>	<b>0</b>	<b>(32,589)</b>
Interest (payable)/receivable	97	0	0	97
Profit/(loss) on disposals	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)
<b>Surplus or (deficit) on provision of service</b>	<b>7,280</b>	<b>(12,860)</b>	<b>0</b>	<b>(5,673)</b>

**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 71 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 2020 £'000
	2019 £'000	2020 £'000	
Barnsley MBC	1,493	1,585	
Bolton MBC	2,242	1,885	
Bradford MDC	5,019	4,307	
City of York	610	785	
Doncaster MBC	2,453	2,258	
Kirklees MC	4,427	5,698	
Knowsley MBC	1,287	990	
MB of Calderdale	1,266	1,225	
North Yorkshire CC	5,822	4,628	
Rotherham MBC	2,446	2,045	
St Helens MBC	1,659	1,303	
Wakefield MdC	2,414	3,233	
Wigan MBC	2,153	1,787	
	<b>33,291</b>	<b>31,731</b>	<b>0</b>

*\*2020 Debtor balances are still being finalised at the time of producing these draft accounts*

## 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	
	2019 £'000	2020 £'000
Barnsley MBC	12,216	
Bolton MBC	7,690	
Bradford MDC	32,483	
City of York	5,605	
Doncaster MBC	14,323	
Kirklees MC	16,340	
Knowsley MBC	4,732	
MB of Calderdale	4,854	
North Yorkshire CC	16,382	
Rotherham MBC	11,497	
St Helens MBC	6,958	
Wakefield MdC	13,336	
Wigan MBC	11,657	
	<b>158,072</b>	<b>0</b>

**\*2020 Transaction values are still being finalised at the time of producing these draft accounts**

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	
	2019 £'000	2020 £'000	2019 £'000	2020 £'000
Wakefield MdC	813		45	

**\*2020 Transaction values are still being finalised at the time of producing these draft accounts**

The Organisation has incurred no expenditure with any other founder member during in 2020 or 2019.

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 2020 £
YPO Procurement Holdings		
YPO Supplies Ltd		

**\*2020 Transaction values are still being finalised at the time of producing these draft accounts**

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	2020 £ 500,000
Interest	45,371
	<u>545,371</u>

On the 31st December 2020 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:

<b>Audit Costs</b>	<b>2019 £000</b>	<b>2020 £000</b>
Fees payable to Mazars with regard to external audit services	23	23

### **19. EVENTS AFTER THE BALANCE SHEET DATE**

In January 2021 the UK entered into a 3rd national lockdown with the closures of schools apart from those children classed as vulnerable or with parents who are critical workers. Due to our customer base being primarily educational premises this has had an impact on trading and cash flows in January 2021.

A full review is currently underway to assess the full impact that this will have on the Organisation's financial performance and position in 2021.

## 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.

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**YPO**  
**MANAGEMENT COMMITTEE**  
**TO BE HELD ON**  
**26<sup>TH</sup> MARCH 2021**

**TITLE: PROGRESS ON THE 2020 INTERNAL AUDIT PLAN**

**REPORT OF: SERVICE MANAGER FOR INTERNAL AUDIT & RISK**

---

## **1 PURPOSE OF REPORT**

- 1.1 This report is produced by the Service Manager for Internal Audit & Risk to provide this Group with details of Internal Audit's performance and work. Under its terms of reference, the Audit and Scrutiny Sub-Committee is responsible for considering internal audit plans and performance to ensure the work of internal audit is planned and carries out with due regard to major risks. The purpose of this report is to give a position statement on the completion of the 2020 Internal Audit Plan and highlight any significant findings arising from the audit work.

## **2 BACKGROUND INFORMATION**

- 2.1 The 2020 IA Plan was approved by the Management Committee on the 24<sup>th</sup> July 2020. The report, attached as Appendix A, records details of audit work undertaken and reports issued, between 2 October 2020 and the 31 January 2021.
- 2.2 In line with agreed protocols, a further progress report will be submitted to the next meeting of the Audit & Scrutiny Sub-Committee, and Management Committee for information.

## **3 STRATEGIC IMPLICATIONS**

- 3.1 Internal Audit's work includes involvement at a strategic level. A number of audits in the 2020 Internal Audit Plan link to various YPO strategic risks.

## **4 FINANCIAL IMPLICATIONS**

- 4.1 There are no specific financial implications associated with this report. The cost of the audit work is met from the 2020 budget approved by YPO Members.

## **LEGAL IMPLICATIONS**

- 5.1 There is a statutory requirement for an Internal Audit function within YPO, as set out in the Accounts and Audit Regulations and implied within the Local Government Act 1972, relating to the responsibility of a designated statutory s151 Finance Officer to gain assurance on the proper administration of the Organisation's financial affairs.

## **5 EQUALITY IMPLICATIONS**

- 6.1 Equality issues are taken into account when considering the Organisation's key strategic risks.

## **6 RISK IMPLICATIONS**

- 7.1 Internal Audit makes a significant contribution to providing management and Members with assurances on the Organisation's systems of internal control. Its contribution assists in identifying areas for improvement in control in the management of key risks.

## **8 RECOMMENDATION**

- 8.1 That Members comment on and endorse the Internal Audit Progress Report attached as Appendix A to this report.

### **Contact Officers:**

Julie Cousins, Principal Audit Manager  
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# Internal Audit Progress Report

## As at 31<sup>st</sup> January 2021

**REPORT OF:**

Julie Cousins, Principal Audit Manager - Internal Audit & Risk  
(Wakefield Council)

Email address: [jcousins@wakefield.gov.uk](mailto:jcousins@wakefield.gov.uk)

**PURPOSE OF REPORT**

1. The purpose of this report is to:
  - 1.1 Present to the Strategic Officers Group and Members, details of Internal Audit’s performance and work in relation to the 2020 Audit Plan.

**PROGRESS ON THE 2020 AUDIT PLAN**

2. Work towards completion of the 2020 Audit Plan commenced in the latter part of 2020. In response to the pandemic we have undertaken our audits remotely which has proven effective, and at the 31 January 2021 a number of audits have been finalised.
3. The following table provides a progress update as at 31 January 2021 against the agreed Audit Plan for 2020. Key audit findings on each completed audit can be found in paragraphs 4 to 7 and Appendix B gives details of each opinion level. A verbal update will be provided at the Audit and Scrutiny Sub Committee meeting.

Audit Area	Type of Audit	Brief Summary	Position as at 31/01/2020
<b>Carry forward work from 2019</b>			
<b>Governance Arrangements - Business Planning</b>	Consultancy	To gain assurance that the arrangements for debt recovery are robust and debt levels are appropriately monitored and managed.	Outstanding information has now been received which will bring the audit to a conclusion.
<b>Consultancy Work</b>			
<b>Counter-Fraud and Corruption Arrangements</b>	N/A	To act in a ‘critical friend’ role for the YPO in the review of counter-fraud policies and procedures. The work will also assist Internal Audit in its development of assurance mapping for the YPO and will link with YPO’s ongoing review of counter fraud and bribery.	The Counter Fraud team will continue to offer support and advice on Counter Fraud concerns raised by colleagues at YPO and take the appropriate action in order to promote a Counter Fraud culture.
<b>Risk Management</b>	N/A	To act in a ‘critical friend’ role for the YPO in offering advice on risk management arrangements.	Consultation has been undertaken with the Assistant Financial Controller at YPO and best practice shared as to how the impacts of Covid-19 are being reflected against priority risks reporting arrangements at Wakefield, this has included sharing the latest Priority Risk register. YPO will use this information and take a similar approach with their next risk updates, starting with Business Planning risks. The Corporate Risk Manager has offered additional support with this process.
<b>LINK Programme</b>	N/A	Review of governance arrangements for implementation of LINK with focus on lessons learnt. This audit review may link with Risk Management and complement any internal reviews that YPO are undertaking.	Audit and Scrutiny Sub Committee approved moving this audit to January 2021. Audit testing has now commenced.

Audit Area	Type of Audit	Brief Summary	Position as at 31/01/2020
<b>Section 151 Assurance Work</b>			
<b>Debtors</b>	Key Financial System	To gain assurance that the arrangements for debt recovery are robust and debt levels are appropriately monitored and managed.	Audit testing nearing completion.
<b>Payroll</b>	Key Financial System	To gain assurance that payroll transactions are effectively controlled.	Audit testing nearing completion.
<b>Governance and Risk-Based Work</b>			
<b>Business Continuity arrangements</b>	Risk Based	Following COVID-19 a review of the organisations business continuity arrangements is recommended to ensure that lessons learnt are captured.	Complete. Final report issued in January 2021. See para 4.
			<b>Control Opinion: Moderate</b>
<b>IT Disaster Recovery</b>	Consultancy	Audit to seek overall assurance on the adequacy of IT Disaster Recovery arrangements for the Organisation, with the scope being limited to IT services only.	Complete. Final report issued in December 2020. See para 5.
			<b>Control Opinion: Moderate</b>
			<b>Compliance Opinion: Good</b>
<b>Data Quality</b>	Risk Based	Audit to take place in 2020 covering data quality in relation to the LINK programme, ensuring the accurate of data to provide good quality management information.	Complete. Final report issued in January 2021. See para 6.
			<b>Control Opinion: Substantial</b>
			<b>Compliance Opinion: Good</b>
<b>Adherence to COVID 19 legislation</b>	Risk Based	To provide assurance over Health and Safety risk areas in relation to COVID 19 ensuring compliance with key policies and legal frameworks.	Complete. Final report issued in December 2020. See para 7.
			<b>Control Opinion: Substantial</b>
			<b>Compliance opinion: Good</b>
<b>Customer Engagement</b>	Risk Based	The audit will provide assurance over a core strategy objective, the focus being on customer complaints and effective processing of those in 2020 following issues with the implementation of LINK.	Audit testing in progress.
<b>Transport Logistics</b>	Risk Based	Largest expenditure cost centre therefore audit review is required to provide assurance.	Draft report issued.

## KEY AUDIT FINDINGS

### 4 Business Continuity

- 4.1 Following the Covid-19 pandemic, business continuity and disaster recovery have risen to the forefront of management attention of all organisations, and YPO is no exception. Therefore within the 2020 audit plan, both aspects were reviewed. The objective of Business Continuity audit was to assess:

- Whether the business continuity arrangements are in line with good practice.
- Where business critical services have been identified, appropriate plans are in place.
- Compliance with the recovery process during the current Covid-19 pandemic and whether the plan proved to be detailed enough to deal with the issues that emerged.

4.2 The control environment opinion of Moderate was based on the assessment of YPO's current arrangements against the British Continuity Institute Good Practice Guidance 2018. The assessment found that there were some areas where arrangements could be strengthened, for example undertaking a risk assessment to identify single points of failure which was the basis of a High Priority recommendation. Following the risk assessment a review of documentation should take place, this had commenced but had to be postponed due to the pandemic was taking place. The audit acknowledges that responding to the pandemic has presented YPO with the opportunity to put into place Business Continuity arrangements and that these have fared well. Our audit recommendations seek to strengthen the current arrangements and are currently being considered by management.

## **5 IT Disaster Recovery**

5.1 The objective of this audit was to seek overall assurance on the adequacy of IT Disaster Recovery arrangements for the Organisation, with the scope being limited to IT services only. There are no specific legal requirements for IT Disaster Recovery, however the following good practice was referred to throughout the audit:

- GTAG Business Continuity Management from the Institute of Internal Auditors, (section 5.5 specifically relates to IT DR).
- Disaster Recovery Best Practices from CISCO.

5.2 In concluding an opinion of Moderate for the control environment the audit recognised the lack of an up to date IT Disaster Recovery document. Significant systems and personnel have changed since 2015 when the document is dated, therefore a review is required. This formed the basis of a High Priority Recommendation. A further High Priority recommendation was also raised to ensure that disaster recovery timetables were incorporated within the Disaster Recovery document.

5.3 Good assurance for compliance of these controls was provided as the audit identified effective disaster resilience procedures which have been tested and demonstrated to be working effectively as IT services have continued to function throughout the ongoing Covid-19 pandemic. Some good practice disaster recovery arrangements were evident which can be extended across the Organisation. The recommendations raised within the report are intended to assist in the production of a new IT Disaster Recovery document and were agreed by management.

## **6 Data Quality**

- 6.1 The purpose of the Data Quality audit was to look for potential areas of improvement concerning quality of data and address issues that have arisen during or as a result of the Link project in transferring data. This audit excluded matters relating to wider project management issues. A separate audit is scheduled for 2021 to look at lessons to be learned from the Link project.
- 6.2 The audit confirmed that data quality was a specific consideration during the Link project, and some steps were taken to manage the quality of the data from the legacy system to the new system. Not all steps went according to plan, but data quality remained a consideration during the project and afterwards, as the new NAV system was brought into use.
- 6.3 The audit identified that the legacy system had a significant amount of potentially redundant data, which takes time to manage. Some of this data has been carried forward onto the new system. This presents the risk of data quality issues impacting on the accuracy of management information available, and increases the potential for operational issues to occur.
- 6.4 Management agreed the two Medium Priority recommendations which were made to address this risk which was to assign data sets to specific owners who will take responsibility for carrying out periodic reviews to ensure good data quality going forward.

## **7 Adherence to Covid-19 Legislation**

- 7.1 The purpose of the audit was to determine YPO's compliance with Government legislation and guidance in respect to Covid-19 thereby ensuring that it continues to maintain a safe and healthy environment for employees, customers, contractors and others.
- 7.2 The arrangements in place at YPO were assessed against the following documents which were updated and published by Government on 5th November 2020:
  - Working safely during Covid-19 in offices and contact centres;
  - Working safely during Covid-19 in factories, plants and warehouses, and;
  - Working safely during Covid-19 in or from a vehicle.
- 7.3 A key aspect to managing workplace safety risks is through the provision of appropriate insurance arrangements (employer's liability and public liability). YPO's Insurers conducted an independent review of Covid-19 and reliance was placed on this review as part of this audit.
- 7.4 In concluding an opinion of Substantial for the control environment and Good for compliance, the audit recognised compliance with government requirements. Some medium and low priority recommendations were raised to strengthen the arrangements currently in place and these were agreed by management.

**SUMMARY**

8. The focus for the coming months will be to bring the outstanding audits to conclusion. All audit work will be completed in time for the annual Head of Internal Audit assurance opinion and draft Annual Governance Statement that will be presented to the Audit and Governance Sub Committee in July 2021.
9. The audit planning process for 2021 will commence shortly and consideration of areas for inclusion in the 2021 audit plan will be undertaken through engagement with key stakeholders.

## INTERNAL AUDIT ASSURANCE - OPINION LEVELS

### Internal Audit Opinion Level for the Control Environment

OPINION	DEFINITION
<b>Substantial</b>	There are minimal control weaknesses and they present a very low risk to the control environment. This maximises the likelihood of achieving the key business objectives and priorities.
<b>Good</b>	There are minor control weaknesses that present a low risk to the control environment. Some opportunities have been identified that would further support the achievement of key business objectives and priorities.
<b>Moderate</b>	There are some control weaknesses that present a medium risk to the control environment. Improvement is required to ensure that key business objectives and priorities are achieved.
<b>Limited</b>	There are significant control weaknesses that present a high risk to the control environment. There is a significant risk that the area being reviewed is not effectively or efficiently supporting the achievement of key business objectives and priorities.
<b>None</b>	There are fundamental control weaknesses that present unacceptable levels of risk to the Organisation.

### Internal Audit Opinion Level for Compliance with Existing Controls

OPINION	DEFINITION
<b>Substantial</b>	The control environment has substantially operated as intended
<b>Good</b>	The control environment has largely operated as intended although some minor errors have been identified.
<b>Moderate</b>	The control environment has mainly operated as intended although errors have been identified.
<b>Limited</b>	The control environment has not operated as intended with significant errors identified.
<b>None</b>	The control environment has fundamentally broken down and is open to significant error or abuse.

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# Audit Progress Report

## Yorkshire Purchasing Organisation

February 2021



1. Audit Progress
2. National Publications

# 01

Section 01:  
**Audit Progress**

# Audit Progress

## **Purpose of this report**

This report provides the Audit Sub Committee with an update on progress in delivering our responsibilities as your external auditors.

## **Audit progress**

We commenced our audit work on the Organisation's 2020 financial statements in December with our control environment and interim audit work.

Within this work we attended stocktakes at the two main warehouses, documented the financial systems, carried out 'walkthrough' testing of the key controls in those systems, and where possible carried out testing of transactions through the year.

There are no matters to bring to the Sub Committee's attention from this work.

Our audit of the draft financial statements is dependent on the production of those statements and supporting working papers, and this work is scheduled to commence in late March, concluding in late April.

We maintain close liaison with the Head of Finance and will ensure that the Organisation and the Sub Committee are kept up to date with any matters relevant to the external audit on a timely basis.

# 02

## Section 02: **National Publications**

# National Publications

	Publication/update	Key points	Page
<b>CIPFA</b>			
1	<b>Code of Practice on Local Authority Accounting in the United Kingdom: Disclosure Checklist for 2020/21 Accounts</b>	2020/21 Disclosure checklist	7
2	<b>Code of Practice on Local Authority Accounting in the United Kingdom: Guidance Notes for 2020/21 Accounts</b>	2020/21 Code Guidance Notes	7
3	<b>Guidance for Head of Internal Audit Annual Opinions 2020/21</b>	Guidance	7
4	<b>A Guide to Local Authority and Public Sector Asset Management</b>	Step-by-step guide	8
<b>National Audit Office</b>			
5	<b>The supply of personal protective equipment (PPE) during the COVID-19 pandemic</b>	NAO report	9
6	<b>Local auditor reporting application</b>	Data on local auditor reporting presented through an interactive map	9
7	<b>Guide for Audit and Risk Committees on Financial Reporting and Management during COVID-19</b>	Practical guide for Audit Committees	10
<b>MHCLG</b>			
8	<b>Local authority financial reporting and external audit: government response to the Redmond review</b>	MHCLG's response to Sir Tony Redmond's independent review	11

# NATIONAL PUBLICATIONS

## CIPFA

### 1. Code of Practice on Local Authority Accounting in the United Kingdom: Disclosure Checklist for 2020/21 Accounts, January 2021

The 2020/21 version of the disclosure checklist has been updated to reflect the reporting requirements introduced by the 2020/21 Code of Practice. This annual publication is for finance practitioners in local authorities and external audit agencies and firms in England, Scotland and Wales.

The checklist is in the form of a series of questions. If the answer to any question is no, then a justification for departing from the Code should be given and potentially disclosed in the accounts, where the impact of departures is material.

<https://www.cipfa.org/policy-and-guidance/publications/d/disclosure-checklist-202021-print>

### 2. Code of Practice on Local Authority Accounting in the United Kingdom: Guidance Notes for 2020/21 Accounts, January 2021

This edition of the Guidance Notes provides detailed guidance on the key accounting changes introduced by the Code of Practice on Local Authority Accounting in the United Kingdom (the Code) 2020/21, and includes amendments to implement amendments to accounting standards, reference to arrangements for the application of accounting standards arising as a consequence of the UK's withdrawal from the EU and legislative amendments. The example financial statements have also been updated to reflect these changes.

<https://www.cipfa.org/policy-and-guidance/publications/c/code-of-practice-guidance-notes-202021-print>

### 3. Guidance for Head of Internal Audit Annual Opinions 2020/21, November 2020

The annual opinion on the overall adequacy and effectiveness of the organisation's framework of governance, risk management and control is a requirement of the Public Sector Internal Audit Standards (PSIAS). It is an important source of assurance that supports a local government body's annual governance statement.

If sufficient assurance is not available from internal audit work completed and other sources of assurance that the head of internal audit may seek to place reliance on then they should publish a limitation of scope to explain the position and impact on the annual opinion. The guidance sets out the steps heads of internal audit, together with the leadership team and audit committee, should take.

To further support the guidance CIPFA held a free webinar on 15 December.

<https://www.cipfa.org/policy-and-guidance/standards/guidance-for-head-of-internal-audit-annual-opinions-202021>

# NATIONAL PUBLICATIONS

## CIPFA

### 4. A Guide to Local Authority and Public Sector Asset Management, November 2020

This step by step guide to asset management in the public sector has been produced by CIPFA Property. It takes the reader on the asset management journey, from the development of strategic asset management policies and strategies designed to deliver corporate objectives through to the development, implementation, challenge and review of asset management practices and portfolios.

<https://www.cipfa.org/policy-and-guidance/publications/a/asset-management-in-the-public-sector-a-practitioners-guide>

# NATIONAL PUBLICATIONS

## National Audit Office

### 5. The supply of personal protective equipment (PPE) during the COVID-19 pandemic, November 2020

This report examines:

- responsibilities for PPE supply in England (Part One);
- the emergency response to PPE shortages, focusing on the performance of national bodies in obtaining and distributing PPE to local organisations (Part Two);
- the experience of health and social care providers and their workforce (Part Three); and
- the Department of Health & Social Care's (the Department's) new PPE strategy (Part Four).

<https://www.nao.org.uk/report/supplying-the-nhs-and-adult-social-care-sector-with-personal-protective-equipment-ppe/>

### 6. Local auditor reporting application, December 2020

The local auditor reporting application presents the opinions of local auditors on local public bodies' financial statements and conclusions on whether they have proper arrangements in place to secure value for money. The data is presented through an interactive map which allows users to explore auditor reporting for nine different types of local body and two different audit years. The interactive map also contains pop-ups to enable users to access further information about the body, such as the local auditor's report or annual audit letter.

<https://www.nao.org.uk/other/local-auditor-reporting-application/>

# NATIONAL PUBLICATIONS

## National Audit Office

### 7. Guide for Audit and Risk Committees on Financial Reporting and Management during COVID-19, June 2020

Audit and risk committees are integral to the scrutiny and challenge process. They advise boards and accounting officers on matters of financial accountability, assurance and governance, and can support organisations, providing expert challenge, helping organisations focus on what is important, and how best to manage risk.

Each organisation will have existing risk management processes in place, but risk appetite may have changed as a result of COVID-19, for the organisation to operate effectively and respond in a timely manner. This may result in a weakening of controls in some areas, increasing the likelihood of other risks occurring. Organisations will need to consider how long this change in risk appetite is sustainable for.

This guide aims to help audit and risk committee members discharge their responsibilities in several different areas, and to examine the impacts on their organisations of the COVID-19 outbreak, including on:

- annual reports;
- financial reporting;
- the control environment; and
- regularity of expenditure.

The guide may also be used as organisations and audit and risk committees consider reporting in the 2020-21 period when more specific and detailed reporting on the outbreak will be required.

<https://www.nao.org.uk/report/guidance-for-audit-and-risk-committees-on-financial-reporting-and-management-during-covid-19/>

# NATIONAL PUBLICATIONS

## MHCLG

### 8. MHCLG's response to Sir Tony Redmond's independent review, December 2020

The response of the Ministry of Housing, Communities and Local Government to Sir Tony Redmond's Independent review into the oversight of local audit and the transparency of local authority financial reporting. The Redmond Review made 23 recommendations relating to the quality, timeliness and sustainability of local audit, and the transparency of local authority accounts. The department has grouped its response into 5 themes, which are summarised in Annex A to the response.

Amongst the responses MHCLG confirmed that they intend to amend existing regulations to extend the deadline for publishing audited local authority accounts from 31 July to 30 September, for a period of two years (i.e. covering the audit of the 2020/21 and 2021/22 accounting years). At the end of this period they will review whether there is a continued need to have an extended deadline.

They also confirmed that they did not intend to create an Office of Local Audit and Regulation (OLAR) stating in their response that they "do not wish to re-create the costly, bureaucratic and over-centralised Audit Commission". They added that they "will commit to explore the full range of options as to how best to deliver Sir Tony's finding that a 'system leader' is required. This will include close consideration of whether existing bodies could take on this function."

<https://www.gov.uk/government/publications/local-authority-financial-reporting-and-external-audit-government-response-to-the-redmond-review/local-authority-financial-reporting-and-external-audit-government-response-to-the-independent-review>

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**YPO**  
**MANAGEMENT COMMITTEE**  
**TO BE HELD ON**  
**26 MARCH 2021**

**TITLE: APPOINTMENT OF TWO EXECUTIVE DIRECTORS**

**REPORT OF: MANAGING DIRECTOR**

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**1. PURPOSE OF REPORT**

1.1 To ratify the appointment of two Executive Directors by the YPO Appointments Sub Committee.

- Executive Director – Operations
- Executive Director - Finance

**2. RECOMMENDATIONS**

2.1 That the recommended appointments to the positions of Executive Directors be appointed on the terms recommended by the Appointments Sub Committee.

**3. BACKGROUND INFORMATION**

3.1 Members agreed a recommended change to the existing Board Structure at the Management Committee on 27 November 2020. The agreed change required an Appointments Sub Committee to be established to interview the candidates for the positions of Executive Director – Operations and Executive Director - Finance. The Appointments Sub Committee met on Thursday 25 February 2021 and Friday 26 February 2021 and the minutes are attached as Appendix A. HR support was provided to the Committee to ensure impartiality in the interview process.

3.2 The Managing Director and the Independent Directors attended the interview panels in an advisory capacity.

3.3 Neil Warren, S151 Officer, Lead Authority was invited to attend during the panel's deliberations for the Executive Director – Finance in an advisory capacity.

**4. FINANCIAL IMPLICATIONS**

4.1 The appointment will be made at the salary of £95,000 per annum with a car allowance of £3,500 per annum.

## **5. RISK IMPLICATIONS**

5.1 There are no risks associated with implementing the proposed course of action.

## **6. LEGAL IMPLICATIONS**

6.1 The advice obtained from the Lead Authority has ensured that the proposals contained in this report comply with current employment legislation and with the requirements of the YPO Management Agreement dated 8<sup>th</sup> September 2011.

### **SERVICE DIRECTOR: SIMON HILL, MANAGING DIRECTOR**

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### **APPENDIX:**

*Appendix 1: Minutes of Appointments Sub-Committee dated 25 February 2021.*  
*Appendix 2: Minutes of Appointments Sub-Committee dated 26 February 2021.*

**APPOINTMENTS PANEL**

**THURSDAY 25 FEBRUARY 2021**

**MINUTES**

Present: The Chair (Councillor F Walker)  
Councillor G Turner.

In attendance: S Hill, J Green, J Towler

Apologies: Councillor J Whiteley

**1) Members' Declaration of Interest.**

No declarations of interest were made.

**2) Exclusion of the Public – Exempt Information.**

**Resolved** – “That the public and press be excluded from the meeting during consideration of agenda item 3 on the grounds that it is likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended”.

**IN PRIVATE**

**3) Interviews for the post of Executive Director – Operations.**

Interviews were held for two candidates for the post of Executive Director – Operations.

**Resolved** – That Jacquie Lightfoot be appointed Executive Director – Operations.

**APPOINTMENTS PANEL**

**FRIDAY 26 FEBRUARY 2021**

**MINUTES**

Present: The Chair (Councillor F Walker)  
Councillor R Barnard  
Councillor J Whiteley

In attendance: S Hill, J Green, R McWilliam

**1) Members' Declaration of Interest.**

No declarations of interest were made.

**2) Exclusion of the Public – Exempt Information.**

**Resolved** – “That the public and press be excluded from the meeting during consideration of agenda item 3 on the grounds that it is likely to involve the disclosure of exempt information as described in Part 1 of Schedule 12A to the Local Government Act 1972, as amended”.

**IN PRIVATE**

**3) Interviews for the post of Executive Director – Finance.**

Interviews were held for three candidates for the post of Executive Director – Finance.

**Resolved** – That Julie Hawley be appointed Executive Director – Finance.

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of Part 1 of Schedule 12A of the Local Government Act 1972.

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