

Your Ref.
Our Ref

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Date 16 November 2023

Chief Executive

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Typetalk calls welcome

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

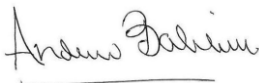
Chief Executive of the Constituent Authorities (for information)

Dear Councillor

**YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE MEETING
– FRIDAY, 24 NOVEMBER 2023**

You are invited to a meeting of the Management Committee of the Yorkshire Purchasing Organisation Joint Committee which is to be held at **10:30 am on Friday, 24 November 2023** at the **YPO HQ, 41 Industrial Park, Wakefield** to consider the items set out in the agenda detailed overleaf.

Yours sincerely



Andrew Balchin
Secretary to the Joint Committee

PLEASE NOTE: A buffet lunch is to be provided at the conclusion of the meeting. Please contact Kayley on the details above if you have any dietary requirements.

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, 24 November 2023**

AGENDA

1. Members' Declaration of Interest.
2. Apologies for Absence.
3. To note any items which the Chairman has agreed to add to the agenda on the grounds of urgency.
4. To approve as a correct record, the Minutes of the Audit & Governance Sub-Committee meeting held on 3 November 2023 and agree the recommendations for each report contained within the minutes. (Pages 1 - 5)
5. To approve as a correct record, the Minutes of the Management Committee meeting held on 21 July 2023. (Pages 7 - 13)
6. Appointment of Executive Director. (Pages 15 - 17)
7. Lead Authority Issues.
8. Exclusion of the Public and Press.

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 9 to 11 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

9. Business Update. (Pages 19 - 26)
10. Budget and Business Plan. (Pages 27 - 32)
11. Report of Non-Executive Director. (Pages 33 - 35)

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YORKSHIRE PURCHASING ORGANISATION

AUDIT & GOVERNANCE SUB-COMMITTEE

FRIDAY, 3RD NOVEMBER 2023

Present: Councillors: Speight (Wakefield), Atkin (Rotherham), Turner (Kirklees), Frost (Barnsley), Merrett (York), White (North Yorkshire).

1.	CHAIR'S INTRODUCTION & WELCOME
	<p>Introductions took place.</p> <p>Gillian Marshall requested nominations for a Chair of the Audit & Governance Sub Committee for the 2023/24 municipal year and shared that Councillor Speight has expressed an interest in the position.</p> <p>Resolved: (1) It was seconded and agreed by all for Councillor Speight (Wakefield) to be elected as Chair.</p>
2.	ACCEPTANCE OF APOLOGIES FOR ABSENCE
	<p>Apologies for absence were received on behalf of Councillor Walsh (Knowsley), Councillor Fielding (Bolton), Jo Marshall (YPO), and Helen Lisle (Non-Executive Director).</p>
3.	MEMBERS DECLARATION OF INTEREST
	<p>No declarations of interest were made.</p>
4.	URGENT ITEMS
	<p>No urgent items were raised.</p>
5.	PREVIOUS AUDIT & GOVERNANCE SUB COMMITTEE MINUTES
	<p>The minutes of the YPO Audit & Governance Sub-Committee held on 7th July 2023 were approved by all.</p> <p>Cllr Merrett asked about the status of the energy report that was discussed in the meeting on 7th July.</p> <p>Simon Hill explained we have received the raw report from the consultants; however, we now need to add in context and information relating to YPO's market.</p> <p>Resolved: (1) It was agreed to circulate this report when ready, along with the report that went to the July Audit & Governance sub-committee so both reports can be read together.</p>
6.	EXTERNAL AUDIT COMPLETION REPORT
	<p>Jordan Townend shared the final External Audit completion report and talked through the key headlines of the report.</p>

	<p>Jordan talked through the significant findings including the pensions element and explained why Mazars believe this the best option to take.</p> <p>Councillor Frost asked about the priority internal control recommendations. Matthew Hirst provided an explanation of what is being done on this to sign off the recommendations for next year.</p> <p>Resolved – (1) That the report be noted.</p>
7.	INTERNAL AUDIT PROGRESS UPDATE – VERBAL
	<p>The Service Manager for Internal Audit & Risk at Wakefield Council (Jason Brook) shared a verbal update on the progress of the 2023 internal audit.</p> <p>Jason noted that the plan was approved four months ago, and provided positive assurance that work will be completed in time for the annual assurance opinion in July.</p> <p>Jason explained the work that has taken place on the two key items selected. So far, there are no significant findings to report to committee at this stage.</p> <p>The audit is currently at draft report stage rather than any defined recommendations. Jason identified a number of areas that will be reviewed.</p> <p>Cllr Speight asked how the topics are chosen. Jason explained the process is similar to the council process. Internal audit consult with key stakeholders at YPO, management, Gillian & Caroline (Wakefield council). Publications on emerging risks and risk registers are also referred to. Members also have an input on the topics at committee stage.</p> <p>A discussion was held around the timescales of the audit.</p> <p>Simon Hill noted an emphasis on the role of members with putting the internal audit plans together. Members can also request reports or further information on certain topics to be brought to these committee meetings at any time.</p> <p>Resolved – (1) That the verbal update be noted.</p>
8.	DRAFT INTERNAL AUDIT PLAN 2024
	<p>Consideration was given to the report of the Service Manager for Internal Audit & Risk (Wakefield Council) which provided Members with a proposed Internal audit plan for 2024.</p> <p>Jason Brook talked through the key headlines of the report and the proposals. This has gone through the process to determine the audit topics brought here for approval.</p> <p>Committee should note that there are the following potential gaps in assurance coverage from the proposed Plan:</p>

	<ul style="list-style-type: none"> • The digitisation agenda – this is a specialist area and may benefit from a more discreet piece of work by a suitably competent professional. • ESG (Environmental, Social, and Governance) – this is becoming an increasingly more topical area for organisations. Committee may wish to seek assurances from senior management or the non-independent director on the effectiveness of such arrangements at YPO. <p>It was agreed for YPO management to bring a report on these two specific issues to the July Audit & Governance sub-committee, to highlight if there are any gaps that need to be addressed.</p> <p>Resolved – (1) That the report be noted.</p> <p>(2) Members reviewed and provided comments on the proposed Internal Audit Plan for 2024, as set out in Table Three (Appendix A provides further detail).</p> <p>(3) Members note the potential gaps in assurance regarding digitisation and the ESG (Environmental, Social, and Governance). It was agreed to bring a report on these two specific issues to the July Audit & Governance sub-committee.</p>
9.	EXCLUSION OF THE PUBLIC AND PRESS
	<p>Resolved – That the public and press be excluded from the meeting during consideration of agenda items 10 - 14 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.</p>
10.	RISK REGISTER, BRIBERY & FRAUD UPDATE
	<p>Consideration was given to the report presented by the Head of Finance (Matthew Hirst).</p> <p>Matthew explained that the anti-bribery policy statement has been reviewed in full this year.</p> <p>There are no significant fraud updates. In line with government updates, we are looking at our full counter-fraud arrangements. A full update on this will come to the July Audit & Governance sub-committee.</p> <p>Cllr Merrett about a question relating to YPO’s overseas activities and our liabilities. It was agreed to circulate any agreements we have in place to confirm our liabilities.</p> <p>A discussion was held around adding ECG into a future audit plan due to the possible risks on this.</p> <p>Resolved – (1) Audit & Governance Sub-Committee review and note Appendix 1 and Appendix 2, the latter based on the recommendation to the YPO Board outlined in Para 1.4 of the report.</p>

	<p>(2) It was agreed to add ESG into a future audit plan.</p>
<p>11.</p>	<p>RISK MANAGEMENT SYSTEM UPDATE</p>
	<p>Matt Hirst (Head of Finance) shared the report, which provides an update on the progress of implementing a risk management system.</p> <p>Kim Grimshaw (Business Reform Limited) and Andrea Hirst-Gee (Assistant Financial Controller, YPO) joined the meeting for this item and provided a demo of the system. Kim explained this is a real time system.</p> <p>Kim talked through the various metrics and how the system works. There is now just one form to complete to add in a risk, which ensures a more consistent approach.</p> <p>A discussion was held around timescales. The aim is to have the live data inputted into the system by earl next year.</p> <p>It was noted that training will be rolled out for all users of the system.</p> <p>Jason Brook asked how this will work with capturing project risks. Andrea explained we have taken the decision that how the programme/ project teams currently capture their risks is working fine as it is, therefore, we have not requested they input them into this system, at this stage.</p> <p>A discussion was held around how the risks will link in with performance and KPI management. Matthew explained they will be discussed all together at the SLT meetings.</p> <p>Resolved – (1) The Audit & Governance Sub-Committee note the progress made on the design and development of a risk management system. The committee reviewed the contents of Appendices 1 – 5.</p>
<p>12.</p>	<p>CYBER SECURITY REPORT</p>
	<p>Jacque Lightfoot (Executive Director Operations) talked through the Cyber security report, which provides an update on current activities undertaken to protect YPO, its customers, and its employees from the risks and issues pertaining to Cyber and Information Security.</p> <p>The report also provides the Audit & Governance sub-committee with a clear plan of action that YPO will be undertaking to mitigate future risks and issues pertaining to Cyber and Information Security.</p> <p>Councillors asked a number of questions relating to the report which the Executive Director provided responses to.</p> <p>A discussion was held around backup systems. It was noted that there is a rolling programme of work and plans are in place.</p> <p>Jason Brook asked if, following this comprehensive report, it would be useful to remove cyber security from the 2024 internal audit plan and replace it with an ethics review (focussing on how YPO ensures that it is trading with / using</p>

	<p>ethical suppliers). A discussion was held, and the Committee agreed to this recommendation.</p> <p>Resolved – (1) That the committee note the contents of the report.</p> <p>(2) It was agreed for cyber security to be removed from the internal audit plan for 2024 and replaced with an ethics review. Jason Brook to amend the internal audit plan to reflect this change.</p>
13.	YEAREND CLOSEDOWN TIMETABLE
	<p>Matthew Hirst (Head of Finance) shared the report which informed Members of the contents of the provisional 2023 Closedown Timetable.</p> <p>The primary objective of the closedown and audit will be ensuring that the final audited accounts are submitted to the July 2024 Audit and Governance Committee for approval.</p> <p>Resolved – (1) That the provisional timetable shown in Appendix 1 is approved.</p>
14.	TREASURY MANAGEMENT PROGRESS REPORT
	<p>Caroline Carter (S151 Officer) talked through the Treasury Management Progress report covering the period January 23 – September 23.</p> <p>Caroline explained some information around inflation and interest rates.</p> <p>Resolved – (1) That Members note the positive assurances provided through this report in respect of treasury management for the period 1st January 2023 to 30th September 2023 in accordance with the agreed strategy.</p> <p>(2) Members consider and approve the proposed investment strategy for 2024 (as detailed at appendix 2).</p> <p>(3) Members note that the outturn report will be presented to this Committee in July 2024.</p>
15.	DATE AND TIME OF NEXT MEETING
	<p>Resolved – (1) That the next meeting of the YPO Audit & Governance Sub Committee is proposed to be held on 5th July 2024, 10.30am.</p>

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YORKSHIRE PURCHASING ORGANISATION MANAGEMENT COMMITTEE

Friday 21st July 2023

Present:

Barnsley
Councillor Barnard

Bolton
Councillor Fielding

Calderdale
Councillor Barnes

Doncaster
Councillor Cole

Kirklees
Councillor Turner

Knowsley
Councillor Walsh

Rotherham MBC
Councillor Atkin

Wakefield MDC
Councillor Speight

Wigan MBC
Councillor Walker

1:	Members Declaration of Interest
	No declarations of interest were made.
2:	Apologies for Absence
	Apologies for absence submitted prior to the meeting were accepted on behalf of Councillors Thornton (Bradford), Bond (St Helens), Franklin (Barnsley), and Merrett (York).
3:	Election of Chair
	The Monitoring Officer requested nominations for the position of Chair of the Management Committee who in turn would become the Chair of the Joint Consultative Committee/Appointments Sub-Committee for the year 2023/24.

	<p>A nomination was received and seconded on behalf of Councillor Walker (Wigan).</p> <p>Councillor Walker noted his thanks to Councillor Shaw (Wakefield) for his time as Chair on behalf of the Management Committee.</p> <p>Resolved – (1) That Councillor Walker of Wigan Council be elected Chair of the Management Committee of the Yorkshire Purchasing Organisation for 2023/24.</p>
4:	Election of Vice Chair
	<p>The Chair requested nominations for the position of Vice Chair for 2023/24.</p> <p>A nomination was received and seconded on behalf of Councillor Barnes (Calderdale).</p> <p>Resolved – (1) That Councillor Barnes of Calderdale Council be elected as Vice Chair of the Management Committee of the Yorkshire Purchasing Organisation for 2023/24.</p>
5:	Urgent Items
	<p>No urgent items were discussed.</p>
6:	Minutes of the Audit & Scrutiny Sub-Committee – 7th July 2023
	<p>Resolved – (1) That the Minutes of the meeting of the Audit & Scrutiny Sub Committee held on 7th July 2023 be accepted as a correct record, and the recommendations contained within the minutes are also agreed.</p> <p>Matters arising from the minutes –</p> <p>Annual accounts – Julie Hawley explained that there has been a revaluation of pension commitments, and this has gone into a surplus. This has not been reflected in the accounts, leaving the numbers as is. There is delegated authority to the Chair and Interim S151 Officer to sign off the accounts after this meeting.</p> <p>Format of accounts – Julie Hawley explained that a change to the format of the accounts was approved in the Audit & Governance sub-committee. The numbers remain the same but there will be a formatting change going forward.</p> <p>It was raised in the meeting by Internal Audit that a draft plan for the audit for 2024 should be added to the Audit & Governance sub-committee November agenda. This has been picked up and added to the principal agenda items.</p>
7:	Minutes of the Management Committee – 25th November 2022
	<p>Resolved – (1) That the Minutes of the meeting of the YPO Management Committee held on 25th November 2022 be accepted as a correct record.</p>

8:	Membership of the YPO Management Committee
	<p>The Managing Director asked members to review the information contained in the report regarding Committee representation from Member Authorities.</p> <p>Councillor Walker raised the number of meetings throughout the year. Simon Hill explained that we reduced the number of formal meetings that are planned in throughout the year, however we also need a level of familiarity with the business. We are proposing to hold more regular informal business update meetings going forward, that can be held virtually.</p> <p>Resolved – (1) That the content of the report relating to Management Committee Membership be noted.</p> <p>(2) Members agreed to the proposal of holding more regular informal business update meetings virtually. These meetings are to be added to the work programme.</p>
9:	Appointments to Sub Committees & Joint Consultative Committee
	<p>Consideration was given to a report to receive nominations from the Constituent Authorities in relation to Membership of Sub-Committees and Joint Consultative Committee and to determine the membership for those meetings for the twelve-month period commencing July 2023.</p> <p>Simon Hill proposed that the new Chair and Vice Chair, as well as the existing three Members that are currently on the JCC remain, and all other Members to make up the Audit & Governance Sub Committee.</p> <p>Resolved – (1) That the report be noted.</p> <p>(2) That the proposal around sub-committee representation was agreed by all.</p>
10:	Terms of Reference & Work Programme 2023-2024
	<p>Consideration was given to a report of the Managing Director which detailed the work of the YPO Management Committee and its associated Sub-Committees. The report also included the Meeting Schedule, Terms of Reference, and Principal Agenda Items for each Committee and Sub-Committee.</p> <p>Simon explained the proposed principal agenda items are the minimum, other items can be added as and when required or suggested by Members.</p> <p>Resolved - (1) That the terms of reference for 2023/24 for the Management Committee, Audit & Governance Sub-Committee and Joint Consultative Committee be agreed.</p> <p>(2) That the Principal Agenda Items for 2023/24 be agreed.</p> <p>(3) That the Meeting Schedule for 2023/24 be agreed.</p>

11:	Annual Assurance Opinion
	<p>Consideration was given to the report of the Service Manager for Internal Audit & Risk (Wakefield Council) which provides Members with an update on the strength of YPO's governance, risk management, and control environment.</p> <p>Julie Hawley explained the content is weighted more towards 2022.</p> <p>Jason Brook apologised that plan was not completed in time. This was due to challenges around resourcing and availability. Jason noted that we have agreements in place with Simon and Julie at YPO to avoid this happening again.</p> <p>Jason noted there is clear evidence that the management team have been proactive on any issues raised. We have also reviewed how draft reports are submitted via the Directors.</p> <p>Jason noted that the non-financial work will be prioritised early in the year in future.</p> <p>A discussion was held around the positive action that is being taken by YPO to ensure future improvements.</p> <p>Councillor Walker raised a question around the software issues. Julie Hawley explained what was put in place by YPO to mitigate issues at the time, and shared we are also currently scoping out our options for the future.</p> <p>Cllr Walker asked if Members can be brought up to date more regularly on where we are with invoice payments. It was agreed to bring this back to a future committee.</p> <p>Resolved – (1) That the Management Committee receive and note the Internal Audit Annual Assurance Opinion.</p> <p>(2) That the Management Committee notes the continued conformance to the Public Sector Internal Audits Standards.</p> <p>(3) That the Management Committee encourages the completion of client satisfaction questionnaires by officers at YPO following the completion of internal audit work. This will help in the continual improvement of the Internal Audit Team, and thereby add value to the organisation.</p> <p>(4) That a report containing information on the status of invoice payments be brought to a future Committee.</p>
12:	Lead Authority Issues
	<p>Gillian Marshall (Wakefield) explained that Wakefield provides YPO with a S151 officer as Lead Authority. Neil Warren is leaving Wakefield Council, so the interim S151 Officer is Caroline Carter.</p>

	<p>Simon Hill noted YPO's thanks to Neil for his time as S151 Officer.</p> <p>Gillian Marshall raised that we are still awaiting the signed versions of the updated Management agreement. So far, we have had signed agreements back from Wakefield, Doncaster, and Rotherham. Gillian requested that all other authorities please review, sign, and return this as soon as possible.</p>
13:	Annual Report 2022
	<p>The Managing Director, Simon Hill, submitted the annual report to the Management Committee as set out in the YPO Management Agreement.</p> <p>It was explained that it was intended to circulate the Annual Report to Leaders, Chief Executives and Finance Directors of Member Authorities and also use it more widely as marketing and promotional material.</p> <p>A copy of the report was circulated to Management Committee Members prior to the meeting, and individual authority Benefits Statements will be forwarded to Members in due course.</p> <p>Simon Hill talked through the highlights of the report. Councillor Speight commented that the report is positive and informative.</p> <p>Resolved – (1) That the report be noted.</p>
14:	Exclusion of the Public & Press
	<p>Resolved - <i>That the public and press be excluded from the meeting during consideration of Agenda Items 15 to 19 on the grounds that they were 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></p>
	IN PRIVATE:
15:	Business Update - (Exempt Paragraph 3)
	<p>The Managing Director (Simon Hill) presented the Business Update which provided Members with an update on activities of the organisation since the last committee and provided an overview on forthcoming activities and challenges.</p> <p>Nick Ramshaw shared a commercial update, noting that it is a challenging time for budgets. Nick shared the commercial initiatives YPO are working on currently.</p> <p>Julie Hawley shared an update on finance, projects, and HR. Our trading performance is on track for the end of year target. We are now looking ahead to mitigate any issues for the remainder of the year.</p> <p>Julie Hawley noted we have launched our Climate change strategy and are holding ourselves to targets on net zero.</p>

	<p>Jacque Lightfoot shared the key highlights from operations and IT. Jacquie noted we have delivered an excellent peak and maintained our service levels to customers.</p> <p>Jacque provided an update on recent IT system upgrades and future plans.</p> <p>Jacque shared we have recently appointed a new Health & Safety Manager, and action plans are in place.</p> <p>Simon shared a Public Sector update. There are currently revisions being made to the procurement regulations. We are very engaged in this process and programme and want to support authorities with this.</p> <p>Councillors asked a number of questions and made various comments on the Business Update report and were satisfied with the responses from Officers.</p> <p>It was noted that it is YPO's 50th birthday next year, and we are planning a full year of activities.</p> <p>Resolved – (1) That the report be noted.</p> <p>(2) It was agreed to share a draft plan on YPO's 50th birthday activities in the November Management Committee.</p>
16:	Dividend Distribution – (Exempt Paragraph 3)
	<p>Members considered a report of the Head of Finance which sought agreement on the level and method of dividend distribution for the year 2022.</p> <p>It was noted that an updated report has been submitted.</p> <p>Julie Hawley explained the table shows the split between authorities and the comparison to last year.</p> <p>A discussion was held around YPO's financial self-sufficiency.</p> <p>Resolved - (1) That the Committee approve the proposed dividend amount, distribution split, and timings.</p>
17:	Report of Non-Executive Director – (Exempt Paragraph 3)
	<p>Members gave consideration to a report of the Non-Executive Director which detailed her recent observations of the organisation. Helen Lisle talked through the key headlines of the report.</p> <p>Resolved - (1) That the report of the Non-Executive Director be noted.</p>
18:	Monitoring Officer Update – (Exempt Paragraph 3)

	<p>The Monitoring Officer update report was discussed, and Members made a number of comments.</p> <p>Resolved - (1) That the Monitoring Officer update report be noted.</p>
<p>19:</p>	<p>Board Structure – (Exempt Paragraph 3)</p>
	<p>The Managing Director (Simon Hill) talked through the report which provides members with a proposal for a revision to the structure of the YPO Board of Directors.</p> <p>Resolved - (1) That members approve the proposal to amend the current YPO Board structure in Appendix 1 to that shown in the diagram at Appendix 2.</p>
<p>20:</p>	<p>DATE AND TIME OF NEXT MEETING</p> <p>Resolved – That the next meeting of the YPO Management Committee will be held on 24th November 2023.</p>

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YPO
MANAGEMENT COMMITTEE
TO BE HELD ON
24TH NOVEMBER 2023

TITLE: APPOINTMENT OF THE EXECUTIVE DIRECTOR - PROCUREMENT

REPORT OF: MANAGING DIRECTOR

1. PURPOSE OF REPORT

1.1 To ratify the appointment of the Executive Director - Procurement by the YPO Appointments Sub Committee.

2. RECOMMENDATIONS

2.1 That the recommended appointment to the position of Executive Director - Procurement be appointed on the terms recommended by the Appointments Sub Committee.

3. BACKGROUND INFORMATION

3.1 The Appointments Sub Committee met on Friday 13th October and the minutes are attached as Appendix A.

3.2 The Managing Director, Executive Director - Finance and the Monitoring Officer attended the interview panels in an advisory capacity.

4. FINANCIAL IMPLICATIONS

4.1 The appointment will be made at the salary of £102,309 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.

SERVICE DIRECTOR: SIMON HILL, MANAGING DIRECTOR

YPO
41 Industrial Park
Wakefield
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Telephone No: 01924 834912
E-mail address: simon.hill@ypo.co.uk

APPENDIX:

Appendix 1: Minutes of Appointments Sub-Committee dated 13th October 2023.

APPOINTMENTS PANEL

FRIDAY 13 OCTOBER

MINUTES

Present: The Chair (Councillor F Walker)
Councillor M Barnes.

In attendance: S Hill, J Hawley, G Marshall

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 – Procurement.

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

Resolved – That Andrea Smith be appointed Executive Director – Procurement.

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

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