EASTERN SHIRES PURCHASING ORGANISATION

A LOCAL AUTHORITY PURCHASING AND DISTRIBUTION CONSORTIUM

CONSORTIUM SECRETARY: JOHN SINNOTT, MA, Dipl. P.A.,
CHIEF EXECUTIVE, LEICESTERSHIRE COUNTY COUNCIL

Date:	17 September 2014
My Ref	BS/ESPO
Please ask for:	Ben Smith
Direct Dialling	(0116) 305 6036
e-mail:	ben.smith@leics.gov.uk

To: Members of the ESPO Management Committee

Dear Member,

ESPO MANAGEMENT COMMITTEE

A meeting of the Management Committee will be held at on Thursday, 25 September 2014 at 11.00 am in the ESPO HQ, Grove Park, Leicestershire, LE19 1SY.

A tour of the premises will be provided to Members at 10.30 am and a buffet lunch will be provided after the meeting. Please telephone or email me (details above) by Monday 22nd to confirm that you require car parking and lunch and, if so, whether you have any special dietary requirements.

Yours faithfully,

B Smith

for Consortium Secretary

AGENDA

Item		Marked
1.	Minutes of the meeting held on 26 June 2014.	(Pages 3 - 10)
2.	To advise of any items that the Chairman has decided to take as urgent elsewhere on the agenda.	
3.	Declarations of interests in respect of items on this agenda.	
4.	External Audit of the 2013/14 Financial Statements. (Joint Report of the Director and Consortium Secretary)	(Pages 11 - 36)

5. Statement of Accounts and Annual Governance Statement 2013/14. (Pages 37 - 110)

   (Joint Report of the Consortium Secretary and Consortium Treasurer)

6. Director's Progress Update. (Pages 111 - 120)

   (Report of the Director)

During discussion of item 6 above, the Chairman will be asked to consider Item 10 on the agenda which will involve the likely exclusion of the public.

7. Items referred by the Finance and Audit Subcommittee.

8. Date of Next Meeting - 4 December 2014 at 10.30 am.

9. Any other items which the Chairman has decided to take as urgent.

The public are likely to be excluded from the meeting during the consideration of the following items of business in accordance with the provisions of Section 100 (A) (4) of the Local Government Act 1972.

10. Supplementary Information supporting the Director's Progress Update. (Pages 121 - 124)

    (Report of the Director)

    (Exempt under paragraphs 3 and 10 of Schedule 12(A))

Minutes of a meeting of the ESPO Management Committee held at County Hall, Glenfield, Leicestershire on Thursday, 26 June 2014.

PRESENT

Cambridgeshire County Council
Cllr. J. Reynolds

Leicestershire County Council
Dr. R. K. A. Feltham CC and Mr. G. A. Hart CC

Lincolnshire County Council
Cllr. S. Rawlins and Cllr. S. Ransome

Peterborough City Council
Cllr. J. Holdich OBE

Warwickshire County Council
Cllr. J. Clarke and Cllr. D. Parsons

Norfolk County Council
Cllr. I. Monson

Apologies for absence
Cllr. D. Seaton – Peterborough City Council, Cllr. T. Jermy – Norfolk County Council, Cllr. B. Chapman – Cambridgeshire County Council

66. Chairman's Announcement.

The outgoing Chairman, Cllr Sue Rawlins addressed the Management Committee, thanking members and officers for their contributions during 2013/14.

Cllr Rawlins outlined some of ESPO's successes over the period including another successful year of growth including sales, surplus and maintaining the dividend distribution, completing the Directorate level recruitment of Assistant Directors, launch of the new Business Strategy and implementation of a new warehouse stock control system to enable future stores growth.

RESOLVED:

That Cllr S Rawlins be thanked for her period of Chairmanship for 2013/14.

67. Election of Chairman for the municipal year 2014/15.

It was proposed, seconded and resolved that Cllr J Reynolds of Cambridgeshire County Council be elected as Chairman for 2014/15.

Cllr J Reynolds - in the Chair.

68. Election of Vice Chairman for the municipal year 2014/15.

It was proposed, seconded and resolved that Cllr J. Clarke of Warwickshire County Council be elected Vice Chairman for 2014/15.

69. Minutes of the meeting held on 6 March 2014.

The minutes of the meeting held on 6 March 2014, having previously been circulated, were taken as read, confirmed and signed as a correct record.

70. Urgent Items.

The Chairman reported that there were no urgent items for consideration.

71. Declarations of interest.

The Chairman invited those who wished to do so to declare an interest in respect of items on the agenda.

No declarations were made.

72. Partnership Agreement and the Withdrawal of Leicester City Council from the Consortium.

The Management Committee considered a report of the Consortium Secretary outlining progress in respect of the approval of the new Consortium Agreement by each of the Consortium Authorities. A copy of the report, marked 'Agenda Item 3', is filed with these minutes.

The Committee was advised that the final version of the exit agreement with Leicester City Council had been circulated to Consortium Authorities on a counterpart basis following the City's signing of the document dated 31 May 2014.

It was also noted that although the date of the exit agreement had been slightly delayed until 31 May 2014, Leicester City's share of the dividend would not extend beyond 31 March 2014 in accordance with the agreement. The new Partnership was also being re-circulated for signing, in the same form as approved by Management Committee in March 2013, with the only change being Leicester City Council having been removed as a signatory.

RESOLVED:

That the report be noted.

73. Draft Outturn 2013/14.

The Management Committee received a joint report of the Director and Consortium Treasurer setting out the Draft Outturn for 2013/14 with explanations for the more significant variances to prior year, budget and forecast. A copy of the report marked 'Agenda Item 7' is filed with these minutes. [Further details informing the Draft Outturn for 2013/14, of a commercially sensitive nature, were considered under exempt business in Minute 76 below.]

RESOLVED:

That approval be given to:

(a) the draft Outturn for 2013-14;

(b) the allocations from the operating surplus for 2013/14 as outlined in paragraphs 23 and 24 of the report; and

(c) payment of the dividend, subject to approval of the accounts in September 2014, as outlined in paragraphs 25 and 26 of the report.

74. Change to the Order of Business.

The Chairman sought and obtained the consent of the Management Committee to vary the order of business from that set out in the agenda.

75. Exclusion of the Public.

RESOLVED:

That under Section 100(A)(iv) of the Local Government Act 1972 the public be excluded from the meeting on the grounds that it will involve the likely disclosure of exempt information during consideration of the following item of business entitled ‘Supplementary Information Informing the Draft Outturn 2013/14.’ (Paper ‘16’) as defined in paragraphs 3 and 10 of Schedule 12A of the Act; and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

76. Supplementary Information Informing the Draft Outturn 2013/14.

The Management Committee received an exempt joint report of the Consortium Treasurer and Director which presented supplementary information informing the Draft Outturn for 2013/14. A copy of the exempt report, marked ‘Item 16’, is filed with these minutes.

The exempt report was not for publication by virtue of paragraphs 3 and 10 of Section 12A of the Local Government Act 1972.

RESOLVED:

That the contents of the report, and its appendices, be noted.

[The meeting then reconvened into public session.]

77. Annual Report 2013/14.

The Management Committee considered the Director's Annual Report for 2013/14. A copy of the report, marked 'Item 8', is filed with these minutes.

The Director reported that ESPO had performed strongly in 2013/14, with stores' sales increasing by 5% and overall turnover being 1.7% higher.

It was noted that the land and buildings at Grove Park were in the process of being revalued but that the indicative valuation of £10m was expected to remain the same as the previous year.

Members were also pleased to note that as part of improved programme of staff engagement, all permanent staff were eligible for a new Employee of the Year award, chosen by their peers. This year's winner was Pravin Patel, one of ESPO's drivers.

RESOLVED:

That the revised Annual Report for 2013/14 be noted.

78. Draft Annual Governance Statement 2013/14.

The Management Committee considered a joint report of the Consortium Secretary and Treasurer, presenting the draft Annual Governance Statement for 2013/14 prior to final consideration by the Management Committee in September 2014. A copy of the report, marked 'Item 9', is filed with these minutes.

Arising from discussion the following points were noted:

(i) The Committee was pleased to note the work undertaken in the strengthening ESPO's governance during the last financial year, with the new Partnership Agreement shortly to be signed;

(ii) This work was supported by the detailed review of governance undertaken identifying only minor governance which were not of concern to members. The Director reinforced the valuable role that both the internal and external auditors played in maintaining and improving governance at ESPO.

RESOLVED:

That the 2013/14 Annual Governance Statement be approved.

79. Internal Audit Service Annual Report 2013-14.

The Management Committee received a report of the Consortium Treasurer presenting the Internal Audit Service Annual Report for 2013/14. A copy of the report marked 'Item 10' is filed with these minutes.

Arising from discussion the following points were noted:

(i) That the Finance and Audit Subcommittee,in considering the draft Annual report had noted continuing improvement in ESPO's governance, risk management and internal controls;

(ii) Overall performance against the 2013/14 Internal Audit Annual Plan continued to be positive, although there were some uncompleted audits to be carried over to 2014/15 which would continue to be monitored by the Subcommittee in the normal fashion.

RESOLVED:

That the Internal Audit Service Annual Report for 2013/14 be noted.

80. <u>Annual Review of Organisational Approach to Risk Management 2013/14.</u>

The Management Committee considered a report of the Director which provided an annual review of the Organisation's approach to risk management and key elements of its processes and procedures. A copy of the report, marked 'Item 11', is filed with these minutes.

RESOLVED:

a) That the contents of the report be noted;

b) That the revised Risk Management Statement be approved.

81. <u>Exclusion of the Public.</u>

RESOLVED:

That under Section 100(A)(iv) of the Local Government Act 1972 the public be excluded from the meeting on the grounds that it will involve the likely disclosure of exempt information during consideration of the following item of business entitled 'Supplementary Information Informing the Annual Review of Organisational Approach to Risk Management 2013/14.' (Paper '17') as defined in paragraphs 3 and 10 of Schedule 12A of the Act; and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

82. <u>Supplementary Information informing the Annual Review of Organisational Approach to Risk Management 2013/14.</u>

The Management Committee received an exempt joint report of the Director which set out supplementary information informing the annual review of organisational approach to risk management for 2013/14. A copy of the exempt report, marked 'Item 17', is filed with these minutes.

The exempt report was not for publication by virtue of paragraphs 3 and 10 of Section 12A of the Local Government Act 1972.

RESOLVED:

That the contents of the report be noted.

[The meeting then reconvened into public session.]

83. Director's Progress Report.

The Management Committee considered a report of the Director, the purpose of which was to provide an update to members on developments since the Committee last met on 6 March 2014. A copy of the report, marked 'Item 12', is filed with these minutes. [Further details informing the Progress Report of the Director, of a commercially sensitive nature, were considered under exempt business in Minute 85 below.]

Arising from discussion the following points were noted:

(i) The draft outturn surplus for the year was at £2.4m compared to the March forecast of £2.1m and the budget of £1.8m;

(ii) ESPO had enjoyed its 13th successive year of record Stores sales, o.2% ahead of budget and 55 of 2012/13 levels;

(iii) The key themes of ESPO's 'People Plan' were now being implemented, with new communication and motivational tools such as the Monthly Director's Update, All Staff Briefings, Reward and Recognition Scheme - including Employee 'Star of the Month', delivery of Performance and Development Reviews throughout the Organisation, and a review and update of the ESPO brand to improve visual identity;

(iv) Members noted that whilst brand identity and loyalty amongst ESPO's customers was high, increasing the profile of its delivery vans by making use of the new logo could improve greater recognition and uptake of ESPO's services by non-customers and the wider public.

RESOLVED:

That the progress report of the Director be noted.

84. Exclusion of the Public.

RESOLVED:

That under Section 100(A)(iv) of the Local Government Act 1972 the public be excluded from the meeting on the grounds that it will involve the likely disclosure of exempt information during consideration of the following item of business entitled 'Supplementary Information Informing the Director's Progress Report.' (Paper '18') as defined in paragraphs 3 and 10 of Schedule 12A of the Act; and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

85. Supplementary Information Informing the Director's Progress Report.

The Management Committee received an exempt report of the Director, which set out further supplementary information to Item 12 on the agenda, Progress Report of the Director. A copy of the exempt report, marked 'Item 18' is filed with these minutes.

The exempt report was not for publication by virtue of paragraphs 3 and 10 of Section 12A of the Local Government Act 1972.

RESOLVED:

That the contents of the report be noted.

[The meeting then reconvened into public session]

86. Date of Next Meeting.

NOTED:

That the next meeting of the Management Committee will be held on Thursday 25 September 2014 at 11.00 am at ESPO HQ, Grove Park, Leicester (to be preceded by a tour of the premises at 10.30 am).

87. Exclusion of the Public.

RESOLVED:

That under Section 100(A)(iv) of the Local Government Act 1972 the public be excluded from the meeting on the grounds that it will involve the likely disclosure of exempt information during consideration of the following item of business entitled 'Logistics Review.' (Paper '15') as defined in paragraphs 3 and 10 of Schedule 12A of the Act; and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

88. Logistics Review.

The Management Committee received an exempt report of the Director, which updated members on ESPO's logistics review and sought approval for a new logistics strategy. A copy of the exempt report, marked 'Agenda Item 15' is filed with these minutes.

The exempt report was not for publication by virtue of paragraphs 3 and 10 of Section 12A of the Local Government Act 1972.

RESOLVED:

a) That approval be given to the new logistics strategy for ESPO through the implementation of option c), as outlined in paragraphs 33 – 35 of the report;

b) That the Management Committee be provided with updates on implementation progress in six and 12 months.

10.30 am - 12.15 pm
26 June 2014

CHAIRMAN

Agenda Item 4

ESPO MANAGEMENT COMMITTEE – 25 SEPTEMBER 2014

EXTERNAL AUDIT OF THE 2013/14 FINANCIAL STATEMENTS

JOINT REPORT OF THE DIRECTOR AND CONSORTIUM SECRETARY

Purpose of Report

1. To report the key findings from the external audit of the 2013/14 financial statements and to present the letter of representation from the Consortium Treasurer to the auditors.

Background

2. PricewaterhouseCoopers (PwC), the external auditors, are required to communicate the results of the 2013/14 audit of ESPO's financial statements to those charged with governance prior to certifying the statement of accounts.

3. A copy of the auditor's report and the draft letter of representation from the Consortium Treasurer is attached as an Appendix to this report

4. As set out in the report, PwC propose to certify the financial statements with an unqualified opinion.

5. The PwC Auditor responsible for the audit will attend the Committee meeting on the 25 September to communicate any significant findings and answer any questions.

6. The auditors report is circulated to the Management Committee with the status of a "draft" and subject to approval at this meeting will be published as a final report.

7. The draft Statement of Accounts was distributed to Members on 1st August 2014. The Statement of Accounts is presented to the September Committee meeting for approval elsewhere on the agenda for this meeting.

Consideration by the Finance Subcommittee

8. At its meeting on 09 September 2014 the Finance Subcommittee received an oral update on the external audit being undertaken by PwC.

Recommendation

9. The Committee is asked to consider and approve the external audit of the financial statements 2013/14.

Equal Opportunities Implications

10. None.

Background Papers

11. None.

Officer to Contact

Mr J Doherty – Director (Tel: 0116 265 7930)
Mr C Tambini – Treasurer to the Consortium (Tel: 0116 305 7831)

Appendix

Report to those charged with governance (ISA 260 (UK&I)) and Annual Audit Letter - 2013/14 Audit - DRAFT www.pwc.co.uk

Eastern Shires Purchasing Organisation

Report to those charged with governance and Annual Audit Letter

Report to the ESPO Management Committee on the audit for the year ended 31 March 2014 *(ISA (UK&I)) 260)*

Government and Public Sector

September 2014

pwc

Code of Audit Practice and Statement of Responsibilities of Auditors and of Audited Bodies

In April 2010 the Audit Commission issued a revised version of the 'Statement of responsibilities of auditors and of audited bodies'. It is available from the Chief Executive of each audited body. The purpose of the statement is to assist auditors and audited bodies by explaining where the responsibilities of auditors begin and end and what is to be expected of the audited body in certain areas. Our reports and management letters are prepared in the context of this Statement. Reports and letters prepared by appointed auditors and addressed to members or officers are prepared for the sole use of the audited body and no responsibility is taken by auditors to any Member or officer in their individual capacity or to any third party.

Contents

An audit of the Statement of Accounts is not designed to identify all matters that may be relevant to those charged with governance. Accordingly, the audit does not ordinarily identify all such matters.

This report contains a summary of the results of our audit and matters which we ask the Management Committee to consider.

ESPO 2013-14 External Audit Report - Executive summary

Background

This report tells you about the significant findings from our audit. We presented our plan to you in December 2013; we have reviewed the plan and concluded that it remains appropriate.

Audit Summary

- We have completed the majority of our audit work and expect to be able to issue an unqualified audit opinion on the Statement of Accounts and your value for money conclusion.
- The key outstanding matters, where our work has commenced but is not yet finalised, are:
  - approval of the final version of the Statement of Accounts and letters of representation; and
  - completion procedures including subsequent events review.
- Your draft accounts were submitted to us by the June deadline and were of a high quality. Supporting working papers were good and provided on time.
- Finance staff have been responsive and helpful. They are committed to the audit process. We work together each year to find ways to improve the efficiency and effectiveness of the audit.
- We did not identify any audit adjustments above our SUM level during our fieldwork.

Please note that this report will be sent to the Audit Commission in accordance with the requirements of its standing guidance.

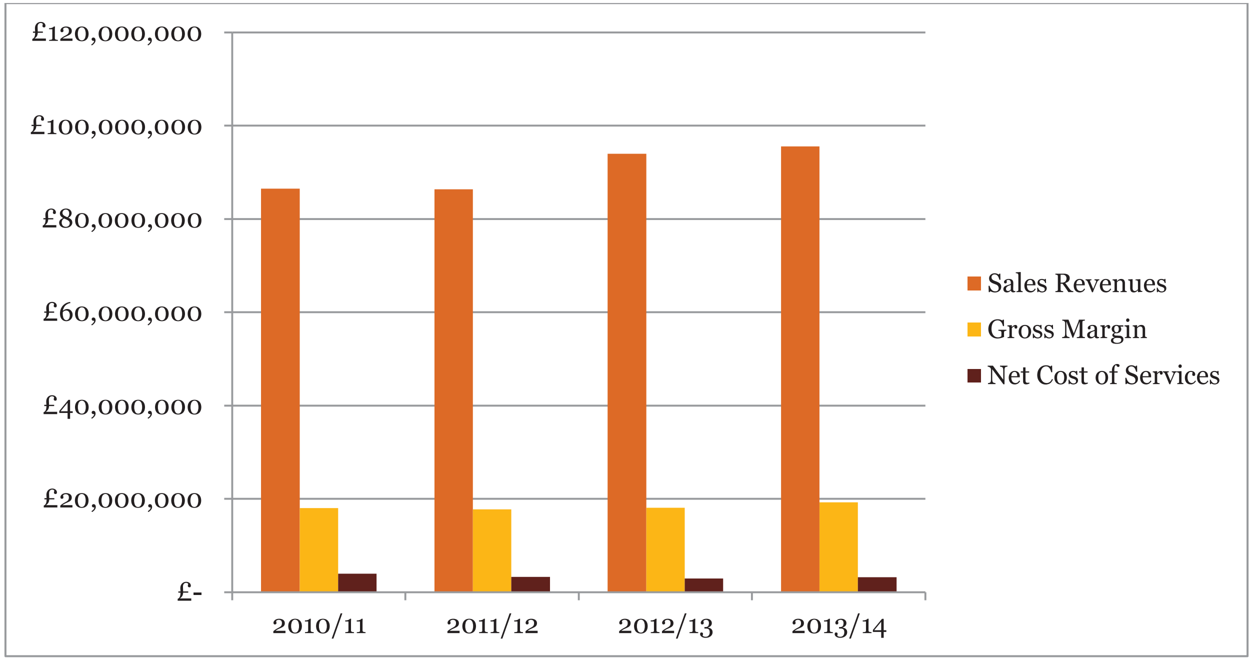
We look forward to discussing our report with you on 25 September 2014. Attending the meeting from PwC will be Richard Bacon and Tom Gibbs.

Financial performance was strong during 2013/14, with revenue growth of 2%.

You recognise that to continue to grow revenues, the organisation must continue to expand into new markets and geographical areas.

Financial Performance Review

Sales Revenues, Gross Margins and Net Costs of Services



You have experienced revenue growth of 2% during 2013/14 to £96 million, representing a record year for the organisation.

You have recognised the need to mitigate the spending constraints on local authorities by marketing ESPO goods and services to a broader audience and new geographical areas. This will be important to achieve continued growth in 2014/15.

You continue to achieve a net cost of services surplus which enables the organisation to invest, build up usable reserves balances and pay dividends to member Authorities.

Our Audit Approach is risk-based.

We utilise a range of technology to support what we do, including data auditing, bespoke delivery centres and out cutting edge Auditing software 'Aura'.

Audit approach

Smart People

We continue to deploy our best people on your audit, supported by a substantial investment in training and in our industry programme.

Smart Approach

Centre of Excellence

We have a Centre of Excellence in the UK for Local Government which is a dedicated team of specialists which advises, assists and shares best practice with our audit teams in more complex areas of the audit.

Our team has been working side by side with the Centre of Excellence to ensure we are executing the best possible audit approach.

Delivery centres

We use dedicated delivery centres to deliver parts of our audit work that are routine and can be done by teams dedicated to specific tasks; for example these include confirmation procedures, preliminary independence checks and consistency and casting checks of the Statement of Accounts.

Benefits for the audit

The key benefits of our approach for your audit have been the use of our delivery centres which have reviewed in detail your compliance with the 2013/14 Code of Practice and IFRS Accounting Standards.

Smart Technology

We have designed processes that automate and simplify audit activity wherever possible. Central to this is PwC's Aura software, which has set the standard for audit technology. It is a powerful tool, enabling us to direct and oversee audit activities. Aura's risk-based approach and workflow technology results in a higher quality, more effective audit and the tailored testing libraries allow us to build standard work programmes for key local government audit cycles.

The following pages highlight the risks we originally identified in our Audit Plan, and explain what we have done in response.

The risks presented here, Management Override of Controls and the Recognition of Income and Expenditure, are presumed to be significant risks under International Standards on Auditing.

Audit Approach to Significant Risks

We have summarised below the significant risks we identified in our audit plan and the audit approach we took to address them.

Risk	Category	Audit approach
Management Override of Controls In any organisation, management may be in a position to override the financial controls that are in place. A control breach of this nature may result in a material misstatement. For all of our audits, we are required to consider this as a significant risk and adapt our audit procedures accordingly. In your organisation, as the pressure to deliver savings increases, so does the risk of management override.	Significant Risk	We have updated our understanding of your controls around journals. Our final accounts procedures included testing of: • the appropriateness of journals processed during the year; • key year-end control account reconciliations, including the bank reconciliation; • transactions recorded after the year-end; • significant accounting estimates; and • performance of unpredictable audit procedures. No issues were identified as a result of this work.

Risk	Category	Audit approach
Revenue and Expenditure Recognition There is a risk that the Committee could adopt accounting policies or treat income and expenditure transactions in such a way as to lead to material misstatement in the reported revenue and expenditure position.	Significant Risk	We have updated our understanding of relevant revenue and expenditure controls and reviewed the outcomes of internal audit work in order to establish whether these are operating effectively. Our final accounts procedures included testing of: • the appropriateness of journals processed during the year; • evaluation of accounting policies for income and expenditure recognition to ensure these are consistent with the requirements of the Code of Practice on Local Authority Accounting; • significant accounting estimates; • revenue and expenditure cut off at year end; • rebate income from suppliers on a sample basis; • a sample of routine income and expenditure transactions; and • analytical procedures on income and expenditure at the year-end No issues were identified as a result of this work.

19

This section of the report summarises the significant audit and accounting matters we have identified in our work.

You prepared your accounts to a high standard and the working papers were ready for audit on a timely basis. You have been responsive in answering our queries.

We anticipate issuing an unqualified audit opinion.

Significant audit and accounting matters

Auditing Standards require us to tell you about relevant matters relating to the audit of the Statement of Accounts sufficiently promptly to enable you to take appropriate action.

Accounts

We have completed our audit, subject to the following outstanding matters:

- approval of the final version of the Statement of Accounts and letters of representation; and
- completion procedures including subsequent events review.

Subject to the satisfactory resolution of these matters, the finalisation of the Statement of Accounts and their approval of them we expect to issue an unqualified audit opinion.

Accounts Preparation

You completed your draft accounts by the end of June, and provided them to us in advance of the audit as agreed. Our audit identified no material issues in the quality of the accounts presented for audit. Some minor disclosure issues were identified which have been discussed and have been amended appropriately.

We agreed in advance what we would need for our audit and this was ready for us when we arrived and in some cases in advance. The working papers were provided to us electronically and in hard copy. The finance team worked hard to meet the timescales and were helpful in resolving our queries.

Overall the Committee's accounting performance is to be commended and we would like to thank the team for their support and assistance during the audit.

There are no material accounting issues to draw to your attention. However, we have highlighted on the next few pages some of the key issues we have identified in our audit for you to consider.

The level of your reserves continues to be strong. This includes your General Fund and your Earmarked Reserves, which are held for specific future purposes.

We did not identify any accounting adjustments during the audit.

Accounting Issues

We identified no material accounting issues. We would however like to draw to your attention the following matters resulting from our work to assist you in fulfilling your governance responsibilities.

Gas Accruals

The Committee procures gas on behalf of its customers. Because ESPO does not have access to its customers' meters, accruing for gas used but not billed would be costly, and gas costs are therefore accounted for on a cash basis.

We checked that the volumes of gas used and the number of contracts is reasonably constant. On this basis the impact on ESPO's surplus is unlikely to be material because it is a small percentage of gas consumed. The approach adopted this year is consistent with previous years.

We ask you to confirm in the letter of representation (Appendix) that you are satisfied with the appropriateness of accounting for gas accruals on a cash basis.

Misstatements and significant audit adjustments

We have to tell you about all uncorrected misstatements we found during the audit, other than those which are trivial.

We can confirm that we did not identify any misstatements during the audit.

Significant accounting principles and policies

Significant accounting principles and policies are disclosed in the notes to the Statement of Accounts. We will ask management to represent to us that the selection of, or changes in, significant accounting policies and practices that have, or could have, a material effect on the Statement of Accounts have been considered.

Judgments and accounting estimates

The following significant judgments and accounting estimates were used in the preparation of the financial statements:

Valuation of non-current assets

The valuation of non-current assets is an area of significant judgement within the accounts. Following advice from your valuations expert you have not revalued your main building during 2013/14. This is in line with your accounting policy, whereby you are not required to revalue your buildings annually. We have reviewed this assessment against property valuations data and confirmed your approach is reasonable.

Accruals

Accruals for expenditure and income are raised where an invoice has not been received or raised at the year-end, but the Committee knows that there is a liability to be met which relates to the current year. This involves a degree of estimation. Detailed testing was performed on significant accruals. No misstatements were identified from this work.

Bad Debt Provision

Your Bad Debt Provision is calculated by assessing the potential recoverability of invoices which are beyond the due date for payment. There is an inherent level of judgement involved in calculating this provision, which is £135k as at 31 March 2014 (£164k as at 31 March 2013). We have considered the recoverability of debtors and have not identified any significant concerns in the way that you have calculated your bad debt provision.

Overall we found your significant judgements and accounting estimates to be reasonable.

We ask management to send us a letter of representation before we sign our audit opinion. A draft of that letter is included in Appendix 1.

We are required to demonstrate our independence by professional standards. Maintaining our independence is important to us in delivering you a robust external audit.

We have concluded that we are independent and comply with the relevant UK regulatory and professional requirements.

Management representations

The final draft of the representation letter that we ask management to sign is attached in Appendix 1.

Audit independence

We are required to follow both the International Standard on Auditing (UK and Ireland) 260 (Revised) "Communication with those charged with governance", UK Ethical Standard 1 (Revised) "Integrity, objectivity and independence" and UK Ethical Standard 5 (Revised) "Non-audit services provided to audited entities" issued by the UK Auditing Practices Board.

Together these require that we tell you at least annually about all relationships between PricewaterhouseCoopers LLP in the UK and other PricewaterhouseCoopers' firms and associated entities ("PwC") and the Committee that, in our professional judgement, may reasonably be thought to bear on our independence and objectivity.

For the purposes of this letter we have made enquiries of all PricewaterhouseCoopers' teams whose work we intend to use when forming our opinion on the truth and fairness of the Statement of Accounts.

Relationships between PwC and the Committee

We are aware of the following relationships that, in our professional judgement, may reasonably be thought to bear on our independence and objectivity and which represent matters that have occurred during the financial year on which we are to report or up to the date of this document.

Relationships and Investments

We have not identified any potential issues in respect of personal relationships with the Committee or investments in the Committee held by individuals.

Employment of PricewaterhouseCoopers staff by the Committee

We are not aware of any former PwC partners or staff being employed, or holding discussions in respect of employment, by the Committee as a director or in a senior management position covering financial, accounting or control related areas.

Business relationships

We have not identified any business relationships between PwC and the Committee.

Services provided to the Committee

The audit of the Statement of Accounts is undertaken in accordance with the UK Firm's internal policies. The audit is also subject to other internal PwC quality control procedures such as peer reviews by other offices. We have not undertaken any non-audit services at the Committee during 2013/14.

You are required to produce an Annual Governance Statement (AGS). We reviewed your AGS and found no areas of concern to report.

Fees

The analysis of our audit fees for the year ended 31 March 2014 is included later in this report.

Services to Directors and Senior Management

PwC does not provide any services e.g. personal tax services, directly to directors, senior management.

Rotation

It is the Audit Commission's policy that auditors at an audited body at which a full Code audit is required to be carried out should act for an initial period of five years.

The Commission's view is that generally the range of regulatory safeguards it applies within its audit regime is sufficient to reduce any threats to independence that may otherwise arise at the end of this period to an acceptable level.

Therefore, to safeguard audit quality, and in accordance with APB Ethical Standard 3, it will subsequently approve auditors for an additional period of up to no more than two years, provided that there are no considerations that compromise, or could be perceived to compromise, the auditor's independence or objectivity.

Our team has followed the Commission's guidance fully.

Gifts and hospitality

We have not identified any significant gifts or hospitality provided to, or received from, a member of Committee's Cabinet, senior management or staff.

Conclusion

We hereby confirm that in our professional judgement, as at the date of this document:

- we comply with UK regulatory and professional requirements, including the Ethical Standards issued by the Auditing Practices Board; and
- our objectivity is not compromised.

We would ask the Management Committee to consider the matters in this document and to confirm that they agree with our conclusion on our independence and objectivity.

Annual Governance Statement

Local Authorities are required to produce an Annual Governance Statement (AGS), which is consistent with guidance issued by CIPFA / SOLACE: "Delivering Good Governance in Local Government".

We reviewed the AGS to consider whether it complied with the CIPFA / SOLACE "Delivering Good Governance in Local Government" framework and whether it is misleading or inconsistent with other information known to us from our audit work. We found no areas of concern to report in this context.

23

We anticipate issuing an unqualified value for money conclusion.

Economy, efficiency and effectiveness

Our responsibilities as the Committee's appointed auditors require us to carry out sufficient and relevant work in order to conclude on whether you have put in place proper arrangements to secure economy, efficiency and effectiveness in the use of resources.

Based on the guidance issued by the Audit Commission, our work to support our Value for Money conclusion comprised the following elements:

- reviewing the annual governance statement, and;
- reviewing the results of the work of other relevant regulatory bodies or inspectorates.

Based on the work we have undertaken, we anticipate issuing an unqualified value for money conclusion.

You recognized several areas for improvement in the prior year and have reported good progress against these during 2013/14.

Key areas for improvement during 2014/15 include;

- Learning and Development – improved access to learning and development opportunities for all stakeholders.
- Anti-Fraud and Corruption – refresh and align your anti-fraud policies to those of Leicestershire County Council, whilst ensuring specific ESPO concerns are addressed.
- Internal Communication – improve staff awareness of key policies, including the Code of Conduct, Customer Care Standards, Whistleblowing and Anti-Fraud.
- Succession Planning – ensure plans are in place to fill key posts in the future.

These areas form part of your plan for improving corporate governance throughout the organization and we are satisfied that you have proposals to achieve these improvements.

We identified no significant deficiencies in internal control to report to you.

Internal controls

Accounting systems and systems of internal control

Management are responsible for developing and implementing systems of internal financial control and to put in place proper arrangements to monitor their adequacy and effectiveness in practice. As auditors, we review these arrangements for the purposes of our audit of the Statement of Accounts and our review of the annual governance statement.

Reporting requirements

We have to report to you any significant deficiencies in internal control that we found during the audit which we believe should be brought to your attention.

We identified no significant deficiencies as part of our audit work.

We ask that the Management Committee, as those charged with governance, confirm to us that there are no additional matters relating to fraud that should be brought to our attention.

As part of work to address the risk of fraud, we use data auditing techniques to select journal entries which we believe have a greater risk of containing fraud or error.

We identified no issues to report to you as part of this work.

Risk of fraud

As part of our work on fraud, we enquire with management as to whether there have been any actual, suspected or alleged frauds affecting the Committee which as auditors we should be made aware of. To date we have not identified any material instances of fraud that would impact on our audit opinion. If this status changes between the date of this report and the signing of our audit opinion, we will be required to consider the impact on our audit opinion.

In presenting this report, we seek the Management Committee's confirmation that there have been no matters of which you are aware that have arisen in relation to the risk or incidence of fraud that should be brought to our attention. A specific confirmation from the Committee in relation to fraud will be included in the letter of representation.

Our audit fees are in line with our original proposal.

Fees update

Fees update for 2013/14

We reported our fee proposals in our plan.

Our forecast outturn is in line with our original proposals.

	2013/14 outturn	2013/14 fee proposal
Statement of Accounts (including Value for Money conclusion)	14,202	14,202
TOTAL	**14,202**	**14,202**

We have not undertaken any non-audit work during the year.

Appendices

There are a number of matters on which we are required to ask for a written representation.

A draft letter of representation is included in this appendix.

Appendix 1: Letter of representation

[Insert ESPO letterhead]

PricewaterhouseCoopers LLP
Cornwall Court
19 Cornwall Street
Birmingham
B3 2DT

Your Ref: ESPO RB 2013/14

Dear Sirs

Representation letter – audit of Eastern Shires Purchasing Organisation's (the Committee) Statement of Accounts for the year ended 31 March 2014

This representation letter is provided in connection with your audit of the Statement of Accounts of Eastern Shires Purchasing Organisation for the year ended 31 March 2014 for the purpose of expressing an opinion as to whether the Statement of Accounts gives a true and fair view, and has been properly prepared in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14 and the Service Reporting Code of Practice 2013/14.

My responsibilities as Treasurer for preparing the financial statements are set out in the Statement of Responsibilities for the Statement of Accounts. I am also responsible for the administration of the financial affairs of the Committee. I also acknowledge that I am responsible for making accurate representations to you.

I confirm that the following representations are made on the basis of enquiries of other chief officers and members of Eastern Shires Purchasing Organisation with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy myself that I can properly make each of the following representations to you.

I confirm, to the best of my knowledge and belief, and having made the appropriate enquiries, the following representations:

Financial Statements

I have fulfilled my responsibilities, for the preparation of the Statement of Accounts in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14; in particular the financial statements give a true and fair view in accordance therewith.

All transactions have been recorded in the accounting records and are reflected in the financial statements.

Significant assumptions used by Eastern Shires Purchasing Organisation in making accounting estimates, including those surrounding measurement at fair value, are reasonable.

I confirm that the accounting for gas accruals and rebates is appropriate and does not result in a material misstatement of the financial statements.

All events subsequent to the date of the financial statements for which the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14 requires adjustment or disclosure have been adjusted or disclosed.

I confirm that the following representations are made on the basis of enquiries of other chief officers and members of Eastern Shires Purchasing Organisation with relevant knowledge and experience and, where appropriate, of inspection of supporting documentation sufficient to satisfy myself that I can properly make each of the following representations to you.

Information Provided

I have taken all the steps that I ought to have taken in order to make myself aware of any relevant audit information and to establish that you (the Committee's auditors) are aware of that information.

I have provided you with:

- access to all information of which I am aware that is relevant to the preparation of the financial statements such as records, documentation and other matters, including minutes of relevant management and Committee meetings;
- additional information that you have requested from us for the purpose of the audit; and
- unrestricted access to persons within the Committee from whom you determined it necessary to obtain audit evidence.

So far as I am aware, there is no relevant audit information of which you are unaware.

Fraud and non-compliance with laws and regulations

I acknowledge responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.

I have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.

I have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the Committee and involves:

- management;
- employees who have significant roles in internal control; or
- others where the fraud could have a material effect on the financial statements.

I have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the Committee's financial statements communicated by employees, former employees, analysts, regulators or others.

I have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.

I am not aware of any instances of actual or potential breaches of or non-compliance with laws and regulations which provide a legal framework within which the Committee conducts its business and which are central to the Committee's ability to conduct its business or that could have a material effect on the financial statements.

I am not aware of any irregularities, or allegations of irregularities including fraud, involving members, management or employees who have a significant role in the accounting and internal control systems, or that could have a material effect on the financial statements.

Related party transactions

I confirm that the attached appendix to this letter is a complete list of the Committee's related parties. All transfer of resources, services or obligations between the Committee and these parties have been disclosed to you, regardless of whether a price is charged. We are unaware of any other related parties, or transactions between disclosed related parties.

Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Section 3.9 of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

We confirm that we have identified to you all senior officers, as defined by the Accounts and Audit Regulations 2011, and included their remuneration in the disclosures of senior officer remuneration.

Employee Benefits

I confirm that the Committee has made you aware of all employee benefit schemes in which employees of the organisation participate.

Contractual arrangements/agreements

All contractual arrangements (including side-letters to agreements) entered into by the Committee have been properly reflected in the accounting records or, where material (or potentially material) to the financial statements, have been disclosed to you.

Litigation and claims

I have disclosed to you all known actual or possible litigation and claims whose effects should be considered when preparing the financial statements and such matters have been appropriately accounted for and disclosed in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2013/14.

Taxation

I have complied with UK taxation requirements and have brought to account all liabilities for taxation due to the relevant tax authorities whether in respect of any direct tax or any indirect taxes. I am not aware of any non-compliance that would give rise to additional liabilities by way of penalty or interest and I have made full disclosure regarding any Revenue Authority queries or investigations that we are aware of or that are ongoing.

In particular:

- In connection with any tax accounting requirements, I am satisfied that our systems are capable of identifying all material tax liabilities and transactions subject to tax and have maintained all documents and records required to be kept by the relevant tax authorities in accordance with UK law or in accordance with any agreement reached with such authorities.

- I have submitted all returns and made all payments that were required to be made (within the relevant time limits) to the relevant tax authorities including any return requiring us to disclose any tax planning transactions that have been undertaken for the Committee's benefit or any other party's benefit.

- I am not aware of any taxation, penalties or interest that are yet to be assessed relating to either the Committee or any associated company for whose taxation liabilities the Committee may be responsible.

Bank accounts

I confirm that we have disclosed all bank accounts to you including those that are maintained in respect of the pension fund.

Going Concern

An assessment has been made of the financial health of the Committee for a period of at least one year from the approval of the financial statements.

Assets and liabilities

All known assets and liabilities including contingent liabilities, as at the 31 March 2014, have been taken into account or referred to in the financial statements.

Details of all financial instruments, including derivatives, entered into during the year have been made available to you. Any such instruments open at the 31 March 2014 have been properly valued and that valuation incorporated into the financial statements.

The value at which assets and liabilities are recorded in the net assets statement is, in the opinion of the Committee, the market value. We are responsible for the reasonableness of any significant assumptions underlying the valuation, including consideration of whether they appropriately reflect our intent and ability to carry out specific courses of action on behalf of the pension fund. Any significant changes in those values since the date of the financial statements have been disclosed to you.

The Committee has no plans or intentions that may materially alter the carrying value and where relevant the fair value measurements or classification of assets and liabilities reflected in the financial statements.

In my opinion, on realisation in the ordinary course of the business the current assets in the balance sheet are expected to produce no less than the net book amounts at which they are stated.

The Committee has no plans or intentions that will result in any excess or obsolete inventory, and no inventory is stated at an amount in excess of net realisable value.

The Committee has satisfactory title to all assets and there are no liens or encumbrances on the Committee's assets, except for those that are disclosed in the financial statements.

I confirm that we have carried out impairment reviews appropriately, including an assessment of when such reviews are required, where they are not mandatory. I confirm that we have used the appropriate assumptions with those reviews.

Using the work of experts

I agree with the findings of our valuation experts in evaluating the value of our non-current assets and have adequately considered the competence and capabilities of the experts in determining the amounts and disclosures used in the preparation of the financial statements and underlying accounting records. The Committee did not give or cause any instructions to be given to experts with respect to the values or amounts derived in an attempt to bias their work, and I am not otherwise aware of any matters that have had an impact on the objectivity of the experts.

As minuted by the Management Committee at its meeting on 25 September 2014

....

Treasurer

For and on behalf of Eastern Shires Purchasing Organisation

Date ....

Appendix 1 - Related parties and related party transactions

[Insert a list of related parties with whom you have transacted with in 2013/14]

In the event that, pursuant to a request which Eastern Shires Purchasing Organisation has received under the Freedom of Information Act 2000, it is required to disclose any information contained in this report, it will notify PwC promptly and consult with PwC prior to disclosing such report. Eastern Shires Purchasing Organisation agrees to pay due regard to any representations which PwC may make in connection with such disclosure and Eastern Shires Purchasing Organisation shall apply any relevant exemptions which may exist under the Act to such report. If, following consultation with PwC, Eastern Shires Purchasing Organisation discloses this report or any part thereof, it shall ensure that any disclaimer which PwC has included or may subsequently wish to include in the information is reproduced in full in any copies disclosed.

This document has been prepared only for Eastern Shires Purchasing Organisation and solely for the purpose and on the terms agreed through our contract with the Audit Commission. We accept no liability (including for negligence) to anyone else in connection with this document, and it may not be provided to anyone else.

130610-142627-JA-UK

This page is intentionally left blank

ESPO MANAGEMENT COMMITTEE – 25 SEPTEMBER 2014

DRAFT STATEMENT OF ACCOUNTS AND ANNUAL GOVERNANCE STATEMENT 2013/14

JOINT REPORT OF THE DIRECTOR AND CONSORTIUM TREASURER

Purpose of Report

1. This report sets out the Statement of Accounts and Annual Governance Statement for the financial year 2013/14.

Background

2. Local Authority Accounting requires the organisation to approve the Statement of Accounts and Annual Governance Statement for the financial year 2013/14 and receive the Auditor's report by the end September 2014.

3. The Draft Statement of Accounts were distributed to members on 1st August 2014 in accordance with the minutes of the Management Committee meeting held on 26th June 2014. The Draft Annual Governance Statement was considered by the Management Committee at this meeting.

   The Draft Statement of Accounts for 2013/14 and Annual Governance Statement were considered by the Finance and Audit Sub Committee on 9th September 2014 and the minutes of that meeting are considered elsewhere on the agenda.

Draft Statement of Accounts and Annual Governance Statement 2013/14

4. The Draft Statement of Accounts and Annual Governance Statement for 2013/14 are attached as Appendix 1.

5. PriceWaterhouseCoopers (PWC) commenced final audit of the accounts on 4th August 2014 for two weeks. The draft audit opinion is considered elsewhere on the agenda.

6. The CIPFA Code of Practice on Local Authority Accounting requires the organisation to disclose information relating to the impact of an accounting change that will be required by any new standards that has been issued by 1 January 2014 but not yet adopted by the Code for the relevant year. The changes that have not yet been implemented are stated with the Accounts.

Key Points

7. Value of Land and Buildings:- The Grove Park premises were valued at £10m (2012/13 - £10m) in accordance with professional guidelines. The outstanding long term loan now stands at £8.0m (2012/13 £8.5m). Note 10 and 12 in the Statutory Accounts

8. Cash at Bank:- Total cash balances were £8.5m (2012/13 £9.2m) a decrease of £0.7m mainly down to the release of Phonics money owed to other Pro5 Members at the previous year end. The total dividend declared but not yet paid stands at £1.5m (2012/13 £1.5m). Note 15 in the Statutory Accounts

9. Net Assets:- Total net assets grew to £10.9m from £9.6m in the prior year. This is principally due to the surplus on provision of services of £1.3m. Page 8 in the Statutory Accounts

10. Post Balance Sheet Events:- Leicester City Council have formally left the Consortium and a new Consortium agreement is in place. Note 5 in the Statutory Accounts.

Consideration by the Finance and Audit Subcommittee

11. At its meeting on 9 September 2014 the Finance and Audit Subcommittee considered the Draft Statement of Accounts and Annual Governance Statement 2013/14, including a brief oral update on the work undertaken to date by ESPO's external auditor PwC. Below is an extract of the points raised at the meeting:-

    i) ESPO had experienced continued growth during 2013/14 in stores turnover and in the use of framework contracts. The Subcommittee was pleased that this allowed ESPO to continue investing in low prices and provide excellent service and procurement expertise;

    ii) Leicestershire County Council had adopted the principles of the Public Sector Internal Audit Standards (PSIAS) 2013 and as its internal auditor, also applied them to ESPO. The PSIAS required the Head of Internal Audit Service to have developed and had approved for Leicestershire County Council as servicing authority, and consequently also for ESPO, the following:

        - An Internal Audit Charter which scoped internal audit relationships and governance; and
        - a Quality Assurance and Improvement Programme;

    Whilst the Internal Audit Service held historic documentation and undertook practices that aligned to the required documentation, it was noted that it did not yet have a formal internal audit charter or Quality Assurance and Improvement Programme (QAIP);

iii) The PSIAS stated that an internal audit activity could only report that it *'Conforms with the International Standards for the Professional Practice of Internal Auditing'* if the results of the QAIP supported this statement. Given that a formal QAIP did not yet exist, the Head of Internal Audit Service (HoIAS) was currently reporting 'non-conformance with the PSIAS'. Minor amendments would be required to the Annual Governance Statement 2013/14 to reflect this position in respect of report pages 65 (weakness/area for improvement), 71 (note of non-conformance) and 77 (additional key improvement area and deadline of December 2014) accordingly prior to reporting it to the Management Committee;

iv) The HoIAS confirmed that a formal Charter and QAIP would be ready for approval by the Servicing Authority's Corporate Governance Committee in November 2014, with a view to it being provided to the February 2015 meeting of the Subcommittee for its consideration and submission to the Management Committee in March 2015, for approval.

12. The Subcommittee then resolved that the draft Statement of Accounts 2013/14 and Annual Governance Statement 2013/14, inclusive of the minor amendments as now reported, be recommended to the Management Committee on 25 September 2014, for its approval.

13. It also thanked the Director and Consortium Secretary for the work they and their staff had undertaken to prepare the Statement of Accounts and Annual Governance Statement.

Resources Implications

11. None

Recommendation

12. The Management Committee is asked to approve the Draft Statement of Accounts for 2013/14 and the Annual Governance Statement.

Equal Opportunities Implications

13. None

Background Papers

Public Sector Internal Audit Standards (PSIAS) 2013

Officers to Contact

Mr C Tambini –Consortium Treasurer (Tel: 0116 305 7831)
Mr J Doherty – Director of ESPO (Tel: 0116 265 7930)

Appendices

Appendix 1 - Draft Annual Statement of Accounts
Appendix 2 - Annual Governance Statement

APPENDIX 1

Statement of Accounts 2013/14

and

Annual Governance Statement 2013/14

This page is intentionally left blank

ESPO STATEMENT OF ACCOUNTS 2013-2014

Index

This page is intentionally left blank

Explanatory Forward

Introduction

The published accounts of the Eastern Shires Purchasing Organisation (ESPO) are presented in this booklet.

About ESPO

ESPO is a Joint Committee set up under Section 102 of the 1972 Local Government Act. The member authorities at 31 March 2014 were Cambridgeshire, Leicestershire, Lincolnshire, Norfolk and Warwickshire County Councils together with Leicester and Peterborough City Councils.

ESPO's main objective is the provision of a professional, comprehensive, value for money purchasing, contracting and supplies service for member authorities and other public bodies under the provisions of the Local Authorities (Goods and Services) Act 1970.

In financial terms ESPO has a statutory obligation to recover its operating costs but to keep these at a minimum commensurate with the level of service required and the long-term development of the organisation. Any surplus which accrues is distributed to member authorities after a transfer to reserves, held as a working balance, in line with a formula agreed by ESPO's Management Committee.

Performance in 2013-2014

We are pleased to report continued growth. This has been achieved not only in stores turnover but also in the use of our framework contracts. This allows ESPO to continue investing in low prices, excellent service and high quality procurement expertise.

The statutory accounts reflect the results of customer's procurement activities through the value of invoiced sales which this year shows an 1.7% increase on the prior year to achieve a total of £95.6m, a record year for ESPO. Turnover on core sales of stores products remains strong and has recorded an increase in the year of 4.4% and this represents a thirteenth successive year of growth in store sales.

Tight control has been maintained over spending both on staff and operating expenses, and this has resulted in a Net Surplus in the management accounts (as shown in Note 23 to this Statement of Accounts) of £2.4m. This enables the announcement of a £1.506m dividend distribution to members for 2013-2014.

Future Prospects

In order to mitigate the possible adverse effects of Local Authority spending constraints on future sales volumes ESPO continues to market its goods and services to a broad public sector audience within and beyond its member areas. This strategy supported the successful performance in 2013-2014 and will be continued in line with ESPO's four year strategy and the medium term financial plan.

ESPO's Accounts

The following accounting statements represent ESPO's accounts for the 2013-2014 financial year and have been prepared on a going concern basis. The statements and notes are presented in a way that is intended to meet the common needs of most users with the objective of showing the results of the stewardship and accountability of elected members and management for the resources entrusted to them.

Movement in Reserves Statement

This statement shows the movement in the year on the different reserves held by the Consortium, analysed into "usable reserves" (i.e. those that can be applied to fund expenditure) and other reserves. The Surplus or (Deficit) on the Provision of Services line shows the true economic cost of providing the authorities services, more details of which are shown in the Comprehensive Income and Expenditure Statement. These are different from the amounts required to be charged to the General Fund Balance. The Net Increase/Decrease before transfers to earmarked reserves line shows the Statutory General Fund Balance before any discretionary transfers to or from earmarked reserves undertaken by the Consortium.

Comprehensive Income and Expenditure Statement:

This statement shows the accounting cost during the year of providing services in accordance with generally accepted accounting practices. It is fundamental to the understanding of the consortium's activities in that it summarises trading income and expenditure for the twelve months ending 31 March 2014 of all functions for which ESPO is responsible.

The consortium recovers operating costs by the addition of a small on cost within the prices charged to customers and by retrospective rebates from suppliers. For dividend allocation purposes, this account is further analysed between "Stores" and "Procurement". The former relates to general consumable products which are supplied from stocks held by ESPO at its warehouse. Procurement covers all other trading activities, such as procuring more specialised products, providing procurement consultancy services and arranging framework contracts under which ESPO customers order directly from suppliers.

Balance Sheet:

The Balance Sheet shows the value as at the balance sheet date of the assets and liabilities recognised by the consortium. The net assets of the consortium (assets less liabilities) are matched by the reserves held by the consortium. Reserves are reported in two categories. The first category of reserves is usable reserves, i.e. those reserves that the consortium may use to provide services, subject to the need to maintain a prudent level of reserves. The second category of reserves is those that the consortium is not able to use to provide services. This category of reserves includes reserves that hold unrealised gains or losses (for example the Revaluation Reserve), where amounts would only become available to provide services if the assets are sold; and reserves that hold timing differences shown in the Movement in Reserves Statement line "Adjustments between accounting basis and funding basis under regulations".

Cash Flow Statement:

This Cash Flow Statement shows the changes in cash and cash equivalents of the consortium during the reporting period. The Statement shows how the consortium generates and uses cash and cash equivalents as operating, investing and financing activities. The amount of net cash flows arising from operating activities is a key indicator of the extent to which the operations of the consortium are funded from the receipts for services provided by the consortium. Investing activities represent cash outflows that have been made for resources which are intended to contribute to the consortium's future service delivery. Cash flows arising from financing activities are useful in predicting claims on future cash flows by providers of capital (i.e. borrowing) to the consortium.

Authorisation of Accounts:

The Statement of Accounts presents a true and fair view of the financial position of the organisation at 31 March 2014 and its income and expenditure for the year ended 31 March 2014.

Date of Authorisation:

The accounts were authorised for issue on 30 June 2014.

J. Doherty
Director of ESPO

Date: 30/6/2014

C. Tambini
Consortium Treasurer

Date: 30/6/2014

The Eastern Shires Purchasing Organisation Consortium's Responsibilities

The consortium is required to:

- Make arrangements for the proper administration of its financial affairs and to secure that one of its officers has the responsibility for the administration of those affairs; for the consortium that officer is the Director of Corporate Resources of Leicestershire County Council who is the Consortium Treasurer;

- Manage its affairs to secure economic, efficient and effective use of resources and safeguard its assets;

- Approve the Statement of Accounts.

These accounts were approved at a meeting of the Consortium Management Committee on 25 September 2014.

Councillor J Reynolds

Chairman, ESPO Management Committee

Date: 25/9/2014

The Consortium Treasurer's Responsibilities

The Consortium Treasurer is responsible for the preparation of the consortium's Statement of Accounts in accordance with proper accounting practices as set out in the CIPFA/LASAAC Code of Practice in Local Authority Accounting in the United Kingdom 2013/14.

In preparing this Statement of Accounts for the year ended 31 March 2014, the Consortium Treasurer has:

- Ensured that suitable accounting policies have been selected and applied consistently;
- Made judgements and estimates that were reasonable and prudent;
- Complied with the local authority Code of Practice.

The Consortium Treasurer has also ensured that:

- Proper accounting records have been maintained and kept up to date;
- Reasonable steps were taken for the prevention and detection of fraud and other irregularities.
- The Statement of Accounts give a true and fair view of the financial position of ESPO at the reporting date and of its expenditure and income for the year ended 31st March 2014.

C Tambini

Assistant Director, Corporate Resources LCC (Consortium Treasurer of ESPO)

Movement in Reserves Statement
For the years ended 31st March 2013 and 2014

	General Fund Balance	Earmarked Projects Reserves	Earmarked Repairs and Renewals Reserve	Earmarked Property Maintenance Reserve	Earmarked Pay Harmonisation	Earmarked Legal Claim	Strategic Review Implementation	Total usable Reserves	Unusable Reserves	Total Reserves	Note
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Balance at 31st March 2012 Carried Forward	**2,572**	**226**	**1,764**	**617**	**520**	**500**	**400**	**6,599**	**1,901**	**8,500**	
Movement in Reserves during 2012-13											
Surplus on provision of services	1,046							1,046		1,046	
Other Comprehensive Income and Expenditure (Surplus on revaluation of property)								0	92	92	
Total Comprehensive Income and Expenditure	1,046							1,046	92	1,138	
Adjustments between accounting basis and funding basis under regulations	(30)		(43)					(73)	73		6
Net Increase/(Decrease) before Transfers to Earmarked Reserves	1,016		(43)					973	165	1,138	
Transfers to/from Earmarked Reserves	(630)	366	623	426	(520)	(265)					7
Increase/(Decrease) in 2012-13	386	366	580	426	(520)	(265)	0	973	165	1,138	
Balance at 31st March 2013 Carried Forward	**2,958**	**592**	**2,344**	**1,043**	**0**	**235**	**400**	**7,572**	**2,066**	**9,638**	
Movement in Reserves during 2013-14											
Surplus on provision of services	1,288							1,288		1,288	
Other Comprehensive Income and Expenditure (Surplus on revaluation of property)											
Total Comprehensive Income and Expenditure	1,288							1,288		1,288	
Adjustments between accounting basis and funding basis under regulations	17	(74)						(57)	57		6
Net Increase/(Decrease) before Transfers to Earmarked Reserves	1,305	(74)						1,231	57	1,288	
Transfers to/from Earmarked Reserves	(934)	210	521	432		(235)					7
Increase/(Decrease) in 2013-14	371	136	521	432	0	(235)	0	1,231	57	1,288	
Balance at 31st March 2014 Carried Forward	**3,329**	**728**	**2,865**	**1,475**	**0**	**0**	**400**	**8,797**	**2,123**	**10,920**	

Comprehensive Income and Expenditure Statement
For the year ended 31 March 2014

2012-13				2013-14			
Gross Expenditure	Gross Income	Net (Income) Expenditure		Gross Expenditure	Gross Income	Net (Income) Expenditure	Note:
£000	£000	£000		£000	£000	£000	
30,950	(41,725)	(10,775)	Central Stores	31,680	(43,562)	(11,882)	
44,951	(52,245)	(7,294)	Other Customer and Client Receipts	44,637	(52,014)	(7,377)	
75,901	(93,970)	(18,069)	Total	76,317	(95,576)	(19,259)	
9,831		9,831	Employees	10,400		10,400	24 30
214		214	Other Employee Expenses	271		271	
630		630	Premises	682		682	
1,494		1,494	Transport	1,926		1,926	
1,275		1,275	Equipment	1,600		1,600	
383		383	Office Expenses	366		366	
1,173		1,173	Other Expenses	715		715	
147		147	Support Service Charges	129		129	
91,048	(93,970)	(2,922)	**Net Cost of Services**	92,406	(95,576)	(3,170)	
1,530	(2)	1,528	Other Operating expenditure	1,506	(11)	1,495	8
421	(73)	348	Financing and Investment Income and expenditure	399	(12)	387	9
92,999	(94,045)	(1,046)	**Surplus on Provision of Services**	94,311	(95,599)	(1,288)	
		(92)	Surplus or deficit on revaluation of Property, Plant and Equipment assets			0	10
		(92)	**Other Comprehensive Income and Expenditure**			0	
		(1,138)	**Total Comprehensive Income and Expenditure**			**(1,288)**	

Balance Sheet
As at 31st March 2014

	31 March 2013	31 March 2014	Note
	£000	£000	
Property, Plant and Equipment	10,962	10,575	10
Intangible Assets	203	200	11
Long Term Assets	11,165	10,775	
Inventories:			
Central Stores Stocks	4,540	5,167	13
Short Term Debtors	7,951	9,609	14
Cash and Cash Equivalents	9,219	8,497	15
Current Assets	21,710	23,273	
Short Term Borrowing	(906)	(802)	12
Short Term Creditors	(10,559)	(12,517)	12,16
Other Current Liabilities	(3,093)	(1,609)	16
Current Liabilities	(14,558)	(14,928)	
Long Term Borrowing	(8,500)	(8,000)	12,32
Other Long Term Liabilities	(179)	(200)	12
Long Term Liabilities	(8,679)	(8,200)	
Net Assets	9,638	10,920	
Usable Reserves	7,572	8,797	17
Unusable Reserves	2,066	2,123	18
Total Reserves	9,638	10,920	

The notes on pages 10 to 47 form part of the Statement of Accounts.

Cash Flow Statement
For the year ended 31st March 2014

2012/13		2013/14	Note:
£000		£000	
(1,046)	Net Surplus on the provision of services	(1,288)	
(5,265)	Adjustments on provision of services for non-cash movements	(304)	19
(346)	Adjustments for items included in the net surplus on the provision of services that are Investing and Financing activities	(375)	19
3,844	Net cash flows adjustments to operating activities	1,916	20
(2,813)	Total net cash flow from operating activities	(51)	
145	Investing Activities	149	21
678	Financing Activities	624	22
(1,990)	Net increase / decrease in cash and cash equivalents	722	
7,229	Cash and cash equivalents at the beginning of the reporting period	9,219	15
9,219	Cash and cash equivalents at the end of the reporting period	8,497	15

Notes to the Accounts

1. Accounting Policies

a. <u>Introduction</u>

The principles and practices of accounting require a Statement of Accounts to be prepared which give a true and fair view of the financial position and performance and cash flows of the organisation. The Statement of Accounts are prepared with due regard to the following:

- Understandability – Allowing the stakeholder to interpret the financial position of the organisation.
- Relevance – Providing relevant financial information which aid user's to form predictions about the outcomes of past, present, and future events or to confirm or correct prior expectations.
- Materiality - An item of information is material to the Statement of Accounts if its misstatement or omission might reasonably be expected to influence assessment of the organisation.
- Reliability - Providing financial information that rests on the faithfulness with which it represents what it purports to represent, coupled with an assurance for the user that it has that representational quality, is free from material error, is neutral and which has been prudently prepared.
- Comparability – The Statement of Accounts are consistent and are comparable with prior years.

The Statement of Accounts, other than the Cash Flow Statement have been prepared on an Accruals basis, the effect of transactions and other events are recognised when they occur and they are recorded in the accounting records and reported in the financial statements in the periods to which they relate.

The Statement of Accounts have also been prepared on the assumption that Eastern Shires Purchasing Organisation will continue in operational existence into the foreseeable future and the accounting policies have been consistently applied.

b. <u>General Principles</u>

The Statement of Accounts summarises ESPO's transactions for the 2013/14 financial year and its position at the year end of 31 March 2014. ESPO is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2011, which those regulations require to be prepared in accordance with proper accounting practices. These practices primarily comprise the Code of Practice on Local Authority Accounting in the United Kingdom 2013/14 and the Service Reporting Code of Practice 2013/14, supported by International Financial Reporting Standards (IFRS) and statutory guidance issued under section 12 of the 2003 Act.

The accounting convention adopted in the Statement of Accounts is principally historical cost, modified by the revaluation of certain categories of non-current assets and financial instruments.

The purpose of this statement is to explain the basis for the recognition, measurement and disclosure of transactions and other events in the organisation's accounts.

c. Accruals of Income and Expenditure:

The organisation's trading activity is accounted for in the year that it takes place and not when cash payments are made or received. In particular:

Revenue from the sales of goods is recognised when ESPO transfers the significant risks and rewards of ownership to the purchaser and it is likely that economic benefits associated with the transaction will flow to ESPO.

Revenue from the provision of services is recognised when ESPO can measure reliably the percentage of completion of the transaction and it is probable that economic benefits associated with the transaction will flow to ESPO.

Supplies are recorded as expenditure when they are consumed – where there is a gap between the date supplies are received and their consumption; they are carried as inventories on the Balance Sheet.

Expenses in relation to services received (including services provided by employees) are recorded as expenditure when the services are received rather than when payments are made.

Interest receivable on investments and payable on borrowings is accounted for respectively as income and expenditure on the basis of the effective interest rate for the relevant financial instrument rather than the cash flows fixed or determined by the contract.

Where revenue and expenditure have been recognised but cash has not been received or paid, a debtor or creditor for the relevant amount is recorded in the Balance Sheet. Where debts may not be settled, the balance of debtors is written down and a charge made to revenue for the income that might not be collected.

Income and expenditure are posted to the relevant service revenue account unless they represent capital receipts or capital expenditure.

d. Cash and 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 that mature in one month or less from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Cash Flow Statement, cash and cash equivalents may be shown net of any temporary bank overdrafts that are repayable on demand and form an integral part of the organisation's cash management.

e. Exceptional Items

When items of income and expenditure are material, their nature and amount is disclosed separately, either on the face of the Comprehensive Income and Expenditure Statement or in the note to the accounts, depending on how significant the items are to an understanding of ESPO's financial performance.

f. Prior Period Adjustments, Changes in Accounting Policies and Estimates and Errors

Prior period adjustments may arise as a result of a change in accounting policy or to correct a material error. Changes in accounting estimates are accounted for prospectively, i.e. in the current or future years affected by the change and do not give rise to a prior period adjustment.

Changes in accounting policies are only made when required by proper accounting practices or the change provides more reliable or relevant information about the effect of transactions, other events or conditions on the organisation's financial position or financial performance. When a change is made it is applied retrospectively (unless stated otherwise) by adjusting opening balances and comparative amounts for the prior period as if the new policy has always been applied.

Material errors discovered in prior period figures are corrected retrospectively by amending opening balances and comparative amounts for the prior period.

g. Charges to Revenue for Non-Current Assets

For statutory accounting purposes, services, support services and trading accounts are debited with the following amounts to record the cost of holding non-current assets during the year:

- Depreciation attributable to the assets used by the relevant service
- Revaluation and impairment losses on assets used by the service where there are no accumulated revaluation gains in the Revaluation Reserve against which the losses can be written off
- Amortisation of intangible fixed assets

For the determination of its income requirements, ESPO is not required to include depreciation, revaluation and impairment losses or amortisation. For management accounting purposes, these are replaced by revenue contributions to the Earmarked Repairs and Renewals Reserve and Earmarked Property Maintenance Reserve for the replacement of non current and intangible fixed assets.

h. Employee Benefits

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 annual sick leave, bonuses and non-monetary benefits (e.g. cars) for current employees and are recognised as an expense for services in the year in which employees render service to the organisation. An accrual is made for the cost of holiday entitlement (or any form of leave e.g. time off in lieu) earned by employees but not taken before the year end which employees carry forward into the next financial year. The accrual is made at the wages or salary rates applicable in the following accounting year, being the period in which the employee takes the benefit. The accrual is charged to Surplus or Deficit on the Provision of Services, 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.

The Local Government Pension Scheme

In accordance with the International Accounting Standard 19 – Employee Benefits (IAS 19), ESPO is required to disclose certain information concerning assets, liabilities, income and expenditure related to pension schemes for its employees. This information is included within the Leicestershire County Council Statement of Accounts for 2013/14 as staff are employees of Leicestershire County Council in the council's role as servicing authority for the organisation and no separate apportionment is made of pension scheme assets and liabilities in respect of ESPO staff.

Discretionary Awards

ESPO has restricted powers to make discretionary awards of retirement benefits in the event of early retirement. 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 Pension Scheme.

i. Events after the Balance Sheet date

Events after the Balance Sheet date are those events, both favourable and unfavourable, that occur between the end of the reporting period and the date when the Statement of Accounts is authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the end of the reporting period – the Statement of Accounts is adjusted to reflect such events
- those that are indicative of conditions that arose after the reporting period – the Statement of Accounts is not adjusted to reflect such events, but where a category of events would have a material effect, disclosure is made in the notes of the nature of the events and their estimated financial effect.

Events taking place after the date of authorisation for issue are not reflected in the Statement of Accounts.

j. Financial Instruments

Financial Liabilities

Financial liabilities are recognised on the balance sheet when ESPO becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and are carried at their amortised cost. Annual charges to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest payable are based on the carrying amount of the liability, multiplied by the effective rate of interest for the instrument. The effective rate of interest is the rate that exactly discounts estimated future cash payments over the life of the instrument to the amount at which it was originally recognised.

For most of the borrowings that ESPO has, this means that the amount presented in the Balance Sheet is the outstanding principal repayable (plus accrued interest); and interest charged to the Comprehensive Income and Expenditure Statement is the amount payable for the year according to the loan agreement.

Financial Assets

ESPO possesses only one type of financial Asset - Loans and receivables. These are assets that have fixed or determinable payments but are not quoted in an active market.

Loans and receivable are recognised on the Balance Sheet when ESPO becomes a party to the contractual provisions of a financial instrument and are initially measured at fair value and subsequently measured at amortised cost. Annual credits to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement for interest received are based on the carrying amount of the asset, multiplied by the effective rate of interest for the instrument.

For most of the loans that ESPO has, this means that the amount presented in the Balance Sheet is the outstanding principal receivable (plus accrued interest); and interest credited to the Comprehensive Income and Expenditure Statement is the amount receivable for the year in the loan agreement.

Where assets are identified as impaired because of a likelihood arising from a past event that payments due under the contract will not be made, the asset is written down and a charge made to the relevant service (for receivables specific to that service) or the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement. The impairment is measured as the difference between the carrying amount and the present value of the revised future cash flows discounted at the assets original interest rate.

Any gains or losses that arise on the de-recognition of an asset are credited or debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement.

k. Classification of Assets and Liabilities

(i) Assets are classified as current where the following circumstances apply:

- ESPO expects to realise the asset or intends to sell or consume it in its normal operating cycle,
- ESPO holds the asset primarily for the purpose of trading,
- ESPO expects to realise the asset within 12 months after the reporting period,
- The asset is cash or cash equivalent unless the asset is restricted from being exchanged or used to settle liabilities for at least 12 months after the reporting period.

All other assets are classified as long term.

(ii) Liabilities are classified as current where the following circumstances apply:

- ESPO expects to settle the liability in its normal operating cycle,
- ESPO holds the liability primarily for the purpose of trading,
- The liability is due for settlement within 12 months after the reporting period,
- ESPO does not have an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

All other liabilities are classified as long term.

l. Intangible Assets

Expenditure on non-monetary assets that do not have physical substance but are controlled by ESPO as a result of past events (e.g. software licences) is capitalised when it is expected that future economic benefits or service potential will flow from the intangible asset to the organisation.

ESPO has no internally generated intangible assets. Any future expenditure on such assets will be capitalised where it can be measured reliably as attributable to the asset and will be restricted to the development phase.

Expenditure on the development of websites is not capitalised if the website is solely or primarily intended to promote or advertise the organisation’s goods or services.

Intangible assets are initially measured at cost. Amounts are only revalued where the fair value of the assets held by ESPO can be determined by reference to an active market. In practice no intangible assets held by ESPO meet this criterion, and they are therefore carried at amortised cost. The depreciable amount of an intangible asset is amortised over its useful life to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. As asset is tested for impairment whenever there is an indication that the asset might be impaired – any losses recognised are posted to the relevant service line(s) in the Comprehensive Income and Expenditure Statement. Any gain or loss arising on the disposal or abandonment of an intangible asset is posted to the Other Operating Expenditure line in the Comprehensive Income and Expenditure Statement.

Where expenditure on intangible assets qualifies as capital expenditure for statutory purposes, amortisation, impairment losses and disposal gains and losses are not permitted to have an impact on the General Fund Balance. The gains or losses are therefore reversed out of the General Fund Balance in the Movement in Reserves Statement and posted to the Capital Adjustment Account.

m. Inventories

Inventories are included in the Balance Sheet at the lower of cost or net realisable value. Where the inventory is deemed to be obsolete the item is then written off. The cost of inventories is assigned using the weighted average costing formula. ESPO inventories are held as Stores Stocks at Grove Park Enderby for resale.

n. Leases

Leases are classified as finance leases where the terms of the lease transfer substantially all the risks and rewards incidental to ownership of the property, plant or equipment from the lessor to the lessee. All other leases are classified as operating leases.

Where the lease covers both land and buildings, the land and buildings elements are considered separately for classification.

Finance Leases

Property, plant and equipment held under finance leases is recognised in the Balance Sheet at the commencement of the lease at its fair value measured at the leases inception (or the present value of the minimum lease payments, if lower). The asset recognised is matched by a liability for the obligation to pay the lessor. Any initial direct costs of this organisation are added to the carrying amount of the asset. Premiums paid on entry into the lease are applied to writing down the lease liability. Contingent rents are charged as expenses in the periods in which they are incurred.

Lease payments are apportioned between:

- A charge for the acquisition of the interest in the property, plant and equipment – applied to write down the lease liability, and
- A finance charge (debited to the Financing and Investment Income and Expenditure line in the Comprehensive Income and Expenditure Statement).

Property, Plant and Equipment recognised under finance leases is accounted for using the policies applied generally to such assets, subject to depreciation being charged over the lease term if this is shorter than the assets estimated useful life (where ownership of the asset does not transfer to the organisation at the end of the lease).

A prudent annual contribution is made from revenue funds towards the deemed capital investment in accordance with statutory requirements. Depreciation and revaluation and impairment losses are therefore substituted by a revenue contribution in the General Fund Balance, by way of an adjusting transaction with the Capital Adjustment Account in the Movement in Reserves Statement for the difference between the two.

Operating Leases

Rentals paid under operating leases are charged to the Comprehensive Income and Expenditure Statement as an expense of the services benefiting from the use of the leased property, plant or equipment. Charges are made on a straight line basis over the life of the lease; even if this does not match the pattern of payments (eg there is a rent-free period at the commencement of the lease).

o. Property, Plant and Equipment

Assets that have a physical substance and are held for use in the supply of goods or services or for administrative purposes and that are expected to be used during more than one financial year are classified as Property, Plant and Equipment.

Recognition

Expenditure on the purchase or enhancement of property, plant and equipment is capitalised on an accruals basis, provided that it is probable that the future economic benefits or service potential associated with the item will flow to ESPO and the costs of the item can be measured reliably. Expenditure that maintains but does not add to an asset's potential to deliver future economic benefits or service potential (ie repairs and maintenance) is charged as an expense when it is incurred. The minimum purchase value for recognition as a non-current asset is £5,000. Purchases of plant and equipment below this value are charged to revenue in the year of purchase.

Measurement

Assets are initially measured at cost, comprising:

- The purchase price
- Any costs attributable to bringing the asset to the location and condition for it to be capable of operating in the manner intended by management

ESPO does not capitalise borrowing costs incurred whilst assets are under construction. All ESPO Property, Plant and equipment has been purchased and were not subject to exchanges or donations.

Assets are carried in the Balance Sheet at fair value, determined as the amount that would be paid for the assets in its existing use. Where non property assets that have short useful lives or low values (or both), depreciated historical cost is used as a proxy for fair value.

The warehouse and offices premises at Grove Park are included at fair value and are revalued regularly to ensure that the carrying amount is not materially different from their fair value at the year end. Various Chartered Surveyors in the Property Services Division of Leicestershire County Council's Resources Department carry out the valuation. The current property value used in the 2013/14 accounts is based on a certificate issued by the Council's Head of Property Services Division as at 31 March 2013. Increases in valuations are matched by credits to the Revaluation Reserve to recognise unrealised gains, except that gains may be credited to the Comprehensive Income and Expenditure Statement where they arise from the reversal of a loss previously charged to a service.

Where decreases in value are identified they are accounted for by:

- Where there is a balance of revaluation gain for the asset in the revaluation reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount at the asset is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

The revaluation Reserve contains revaluation gains recognised since April 2007 only, the date of its formal implementation. Gains arising before that date have been consolidated into the Capital Adjustment Account.

Impairment

Assets 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 impairment is identified, they are accounted for by:

- Where there is a balance of revaluation gains for assets in the Revaluation Reserve, the carrying amount of the asset is written down against that balance (up to the amount of the accumulated gains)
- Where there is no balance in the Revaluation Reserve or an insufficient balance, the carrying amount is written down against the relevant service line(s) in the Comprehensive Income and Expenditure Statement.

Where an impairment loss is reversed subsequently, the reversal is credited to the relevant service line(s) in 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.

Depreciation

Depreciation is provided on all Property, Plant and Equipment by the systematic allocation of their depreciable amounts over their useful lives. An exception is made of assets without a determinable finite life (ie freehold land) and assets that are not yet available for use (ie assets under construction).

Depreciation is calculated on the following bases:

- Buildings – straight line allocation over the useful life of the property as estimated by the valuer
- Vehicles, plant and equipment – straight line allocation over the useful life of the value of each class of asset in the balance sheet, as advised by a suitably qualified officer.

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

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

Disposals and non-current assets held for sale

No assets were identified as available for sale assets at the date of the balance sheet or in the prior accounting year.

When an asset is disposed of or decommissioned, the carrying amount of the asset in the Balance Sheet is written off to the Other Operating Expenditure line in Comprehensive Income and Expenditure Statement as part of the gain or loss on disposal. Receipts from disposals are credited to the same line in the Comprehensive Income and Expenditure Statement also as part of the gain or loss on disposal (i.e. netted off against the carrying value of the asset at the time of the disposal).

p. Provisions, Contingent Liabilities and Contingent Assets

Provisions

Provisions are made where an event has taken place that gives the organisation a legal or constructive obligation that probably requires settlement by a transfer of economic benefits or service potential, and a reliable estimate can be made of the amount of the obligation. for instance, ESPO may be involved in a court case that could eventually result in the making of a settlement or a payment of compensation.

Provisions may be charged as an expense to the appropriate service line in the Comprehensive Income and Expenditure Statement in the year that ESPO becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision in the Balance Sheet. Estimated settlements are reviewed at the end of each financial year – where it becomes less probable that a transfer of economic benefits will now be required (or a lower settlement than anticipated in made), the provision is reversed and credited back to the relevant service.

Contingent Liabilities

A contingent liability arises where an event has taken place that gives ESPO a possible obligation whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the organisation. Contingent liabilities also arise in circumstances where a provision would otherwise be made but either it is not probable that an outflow of resources will be required or the amount of the obligation cannot be measured.

Contingent liabilities are not recognised in the Balance Sheet but disclosed in a note to the accounts.

Contingent Assets

A contingent asset arises where an event has taken place that gives ESPO a possible asset whose existence will only be confirmed by the occurrence or otherwise of uncertain future events not wholly within the control of the organisation.

q. Reserves

ESPO sets aside specific amounts as reserves for future policy purposes or to cover contingencies. The reserves are created by appropriating amounts out of the General Fund Balance in the Movement in Reserves Statement. When Expenditure to be financed from a reserve is incurred, it is charged to the appropriate service in that year to score against the Surplus or Deficit on the Provision of Services in the Comprehensive Income and Expenditure Statement. The reserve is then appropriated back into the General Fund Balance in the Movement in Reserves Statement.

Certain reserves are retained to manage the accounting processes for non-current assets, financial instruments, and employee benefits and do not represent resources for the organisation – these reserves are explained in the relevant policies.

r. VAT and Climate Change Levy (CCL)

VAT incorporated to the Comprehensive Income and Expenditure Account is limited to irrecoverable sums.

Income excludes any amounts related to CCL that, as a Deemed Utility, ESPO collects from its customers on behalf of HM Revenue and Customs and all CCL collected is payable to them.

2. Accounting Standards that have been issued but have not yet been adopted

The CIPFA Code of Practice on Local Authority Accounting requires the organisation to disclose information relating to the impact of an accounting change that will be required by any new standards that has been issued by 1 January 2014 but not yet adopted by the Code for the relevant year. The following changes have not yet been implemented:

- IFRS 10 Consolidated Financial Statements
- IFRS 11 Joint Arrangements
- IFRS 12 Disclosures of Interests in Other Entities
- IAS 27 Separate Financial Statements
- IAS 28 Investments in Associates an Joint Ventures

The above 5 changes in accounting standards are all related to Group Accounts which the organisation is not required to do so and these will have minimal to no impact to ESPO.

Also please note:

- IAS 32 Financial instruments: Presentations – offsetting Financial Assets and Financial Liabilities. ESPO does not offset Assets and Liabilities therefore no further disclosures would be required.
- IAS 1 Presentation of Financial Statements (amended). The changes are presentational only and will not impact on any of the reported amounted in the CIES.

3. Critical Judgements in Applying Accounting Policies

In applying the accounting policies set out in Note 1, the organisation has had to make certain judgements about complex transactions or those involving uncertainty about future events. The critical judgements made in the Statement of Accounts are:

- ESPO’s premises at Grove Park, Enderby have been subject to a revaluation as at 31 March 2013 by the Property Department of Leicestershire County Council (the organisation’s servicing authority). The resulting valuation was £10m. An investigation by Leicestershire County Council’s valuation department has confirmed and is satisfied that as at 31 March 2014 the fair value of the premises does not differ materially from the carrying value at the balance sheet date.

4. Assumptions Made About the Future and Other Major Sources of Estimation Uncertainty

The Statement of Accounts contains estimated figures that are based on assumptions made by ESPO 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.

The items in the organisation's Balance Sheet at 31 March 2014 for which there is a significant risk of material adjustment in the forthcoming financial year are as follows:

Item	**Uncertainty**	**Effect if Actual Results differ from Assumptions**
Property, Plant and Equipment	Assets are depreciated over useful lives that are dependent upon assumptions of business requirements and upkeep expenditure on individual assets.	If the useful lives of assets reduces depreciation increases and the carrying amount of the asset falls. It is estimated that the annual depreciation charge for the premises would increase by £1,400 for every year that useful lives had to be reduced.
Debtors	At 31 March 2014, ESPO had a balance of sales ledger debtors of £7.7m. A review of overdue debts has identified that impairment for doubtful debts of £135,000 was appropriate in relation to amounts due from commercial organisations. However, it is not certain that such an allowance will be sufficient.	If an additional 1% of customers become insolvent, the amount of the impairment for doubtful debts would require an additional £77,000 to be set aside as an allowance.
Stocks	Stocks of catalogue products are held in anticipation of sales to customers. The catalogue is re-issued annually and products may be added or deleted. Stocks held at 31 March 2014 in excess of one year sales may not be included in subsequent catalogues. The write down in value of stocks held in excess on one year amounted to £103,000. This value is based on an estimate of sales over the next 12 month period. However, it is not certain that sales forecasts are accurate; that the products will not be included in the next catalogue and that the write down is sufficient or excessive.	If 10% of the products for which excess stocks have been identified are included in the catalogue for 2014/15, the resulting reduction in stock write down would be £10,300.
Reserves	There is an uncertainty to the amount of reserves created as the amounts are based on estimates.	The position is regularly reviewed.

5. Events after the Balance Sheet Date

The Statement of Accounts was authorised for issue on 30 June 2014. Events taking place after this date are not reflected in the financial statements or notes. Where events taking place before this date provided information about conditions existing at 31 March 2014, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information. Leicester City Council decided to leave the Consortium with an effective date of 31 March 2014. There are no other post balance sheet events.

6. Adjustments between the Accounting Basis and Funding Basis under Regulations

This note details the adjustments that are made to the total comprehensive income and expenditure recognised by the ESPO in the year in accordance with proper accounting practice to the resources that are specified by statutory provisions as being available to the organisation to meet future capital and revenue expenditure.

2013/14	Usable Reserves							
	General Fund Balance	Earmarked Projects Reserves	Earmarked Repairs and Renewals Reserve	Earmarked Property Maintenance Reserve	Earmarked pay Harmonisation	Strategic Review Implementation	**Total Movement in Usable Reserves**	Movement in Unusable Reserves
	£000	£000	£000	£000	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:								
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement;								
Charges for depreciation and impairment of non current assets	473	0	0	0	0	0	473	(473)
Amortisation of intangible assets	78	0	0	0	0	0	78	(78)
Proceeds of sales of non current assets as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	83	0	0	0	0	0	83	(83)
Gain/loss on disposal of non current assets	(12)	0	0	0	0	0	(12)	12
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:								
Statutory provision for financing of capital investment (Grove Park)	(500)	0	0	0	0	0	(500)	500
Statutory provision for financing leased capital investment	(115)	0	0	0	0	0	(115)	115
Use of General Fund to finance new capital expenditure	0	0	0	0	0	0	0	0
Adjustments involving the Earmarked Reserves:								
Use of reserves to finance new capital expenditure	0	(74)	0	0	0	0	(74)	74
Adjustment involving the Accumulated Absences Account:								
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	10	0	0	0	0	0	10	(10)
Total Adjustments	**17**	**(74)**	**0**	**0**	**0**	**0**	**(57)**	**57**

2012/13 comparative figures	Usable Reserves								
	General Fund Balance	Earmarked Projects Reserves	Earmarked Repairs and Renewals Reserve	Earmarked Property Maintenance Reserve	Earmarked Pay Harmonisation	Earmarked Legal Claim	Strategic Review Implementation	**Total Movement in Usable Reserves**	Movement in Unusable Reserves
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:									
Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:									
Charges for depreciation and impairment of non current assets	509	0	0	0	0	0	0	509	(509)
Amortisation of intangible assets	71	0	0	0	0	0	0	71	(71)
Proceeds of sales of non current assets as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	61	0	0	0	0	0	0	61	(61)
Gain/loss on disposal of non current assets	(2)	0	0	0	0	0	0	(2)	2
Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:									
Statutory provision for financing of capital investment (Grove Park)	(500)	0	0	0	0	0	0	(500)	500
Statutory provision for financing leased capital investment	(166)	0	0	0	0	0	0	(166)	166
Use of General Fund to finance new capital expenditure	(8)	0	0	0	0	0	0	(8)	8
Adjustments involving the Earmarked Reserves:									
Use of reserves to finance new capital expenditure	0	0	(43)	0	0	0	0	(43)	43
Adjustment involving the Accumulated Absences Account:									
Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	5	0	0	0	0	0	0	5	(5)
Total Adjustments	**(30)**	**0**	**(43)**	**0**	**0**	**0**	**0**	**(73)**	**73**

7. Transfers to/from Earmarked Reserves

This note sets out the amounts set aside from the General Fund in earmarked reserves to provide financing for future expenditure plans and the amounts posted back from earmarked reserves to meet General Fund expenditure in 2013/14.

	Balance at 1 April 2013	Transfers in 2013/14	Capital Transfers out 2013/14	Revenue Transfers out 2013/14	Balance at 31 March 2014
	£000	£000	£000	£000	£000
Earmarked Projects Reserve	592	348	(74)	(138)	728
Earmarked Repairs and Renewals Reserve	2,344	559	0	(37)	2,865
Earmarked Property Maintenance Reserve	1,043	438	0	(6)	1,475
Earmarked Pay Harmonisation	0	0	0	0	0
Earmarked Legal Claim	235	0	0	(235)	0
Strategic Review Implementation	400	0	0	0	400
Total	**4,614**	**1,345**	**(74)**	**(416)**	**5,468**

2012/13 Comparative Figures:

	Balance at 1 April 2012	Transfers in 2012/13	Capital Transfers out 2012/13	Revenue Transfers out 2012/13	Balance at 31 March 2013
	£000	£000	£000	£000	£000
Earmarked Projects Reserve	226	1,215	(76)	(773)	592
Earmarked Repairs and Renewals Reserve	1,764	639	(42)	(17)	2,344
Earmarked Property Maintenance Reserve	617	437	0	(11)	1,043
Earmarked Pay Harmonisation	520	0	0	(520)	0
Earmarked Legal Claim	500	0	0	(265)	235
Strategic Review Implementation	400	0	0	0	400
Total	**4,027**	**2,291**	**(118)**	**(1,586)**	**4,614**

8. Other Operating Expenditure

2012/13 £000		2013/14 £000
1,530	Dividend payable to member authorities	1,506
(2)	Gains on disposal of non current assets	(11)
1,528	**Total**	1,495

9. Financing and Investment Income and Expenditure

2012/13 £000		2013/14 £000
421	Interest payable and similar charges	399
(73)	Interest receivable and other similar income	(12)
348	**Total**	387

10. Property, Plant and Equipment

Movements in Balances

Movements in 2013/14

	Land and Buildings	Vehicles, Plant and Equipment	Total Property, Plant and Equipment
Cost or Valuation	£000	£000	£000
At 1 April 2013	10,000	3,486	13,486
Additions	0	158	158
Revaluation Increase/(decrease) recognised in the Revaluation Reserve	0	0	0
Revaluation Increase/(decrease) recognised in the Capital Adjustment Account	0	0	0
Derecognition – disposals	0	(265)	(265)
At 31 March 2014	**10,000**	**3,379**	**13,379**
Accumulated Depreciation and Impairment			
At 1 April 2013	0	(2,524)	(2,524)
Depreciation charge	(92)	(382)	(474)
Impairment losses/(reversals) recognised in the Capital Adjustment Account	0	0	0
Derecognition – disposals	0	194	194
At 31 March 2014	**(92)**	**(2,712)**	**(2,804)**
Net Book Value:			
At 31 March 2014	**9,908**	**667**	**10,575**
At 31 March 2013	**10,000**	**962**	**10,962**

Comparative Movements in 2012/13:

	Land and Buildings	Vehicles, Plant and Equipment	Total Property, Plant and Equipment
Cost or Valuation:	£000	£000	£000
At 1 April 2012	10,000	3,437	13,437
Additions	0	206	206
Revaluation Increase/(decrease) recognised in the Revaluation Reserve	0	0	0
Revaluation Increase/(decrease) recognised in the Capital Adjustment Account	0	0	0
Derecognition – disposals	0	(157)	(157)
At 31 March 2013	**10,000**	**3,486**	**13,486**
Accumulated Depreciation and Impairment:			
At 1 April 2012	0	(2,205)	(2,205)
Depreciation charge	(92)	(417)	(509)
Impairment losses recognised in the Revaluation Reserve	92	0	92
Derecognition – disposals	0	98	98
At 31 March 2013	**0**	**(2,524)**	**(2,524)**
Net Book Value:			
At 31 March 2013	**10,000**	**962**	**10,962**
At 31 March 2012	**10,000**	**1,232**	**11,232**

Depreciation:

The following useful lives and depreciation rates have been used in the calculation of depreciation:

1. Land and Buildings – 70 years
2. Vehicles, Plant and Equipment – 4 to 10 years

Capital Commitments:

At 31 March 2014, there were no contractual commitments in 2013/14 for the acquisition of tangible or intangible assets.

Revaluations:

ESPO undertakes a regular revaluation programme to ensure that the value of the premises at Grove Park, Enderby is correctly measured at fair value. However, an investigation carried out by Leicestershire County Council's valuation department as at the 31 March 14 has confirmed and is satisfied that the carrying value of the premises does not differ materially from the fair value as at the balance sheet date.

	Land and Buildings £000	Vehicles, Plant and Equipment £000	Total Property, Plant and Equipment £000
Historical cost	0	3,379	3,379
Valued at fair value at 31 March 2014	10,000	0	10,000
Total Cost or Valuation	**10,000**	**3,379**	**13,379**

11. Intangible Assets

ESPO accounts for its software as intangible assets, to the extent that the software is not an integral part of a particular IT system and accounted for as part of the hardware item of Property, Plant and Equipment. The intangible assets only include purchased licences.

All software is given a finite useful life, based on assessments of the period that the software is expected to be of use to the organisation. The useful life assigned to all major software used by ESPO is 5 years.

The carrying amount of intangible assets is amortised on a straight line basis. The amortisation of £77,691 charged to revenue in 2013/14 was charged as a service overhead cost under the heading "Equipment" in the Comprehensive Income and Expenditure Statement.

The movement on Intangible Asset balances during the year is as follows:

	31/03/2013 Purchased Software £000	31/03/2014 Purchased Software £000
Balance at start of year:		
• Gross carrying amount	527	527
• Accumulated amortisation	(253)	(324)
Net carrying amount at start of year	274	203
Additions – Purchases.	0	74
Amortisation for the period	(71)	(77)
Net carrying amount at end of year	203	200
Comprising:		
• Gross carrying amount	527	602
• Accumulated amortisation	(324)	(402)
	203	200

12. Financial Instruments

The following categories of financial instruments are carried in the Balance Sheet:

	Long-Term		Current	
	31 March 2013	31 March 2014	31 March 2013	31 March 2014
	£000	£000	£000	£000
Loans and Receivables: Financial assets carried at contract amounts including Cash and Cash Equivalents	0	0	17,170	18,106
Total Receivables	0	0	17,170	18,106
Borrowings: Financial Liabilities at amortised cost	8,500	8,000	906	802
Total Borrowings	8,500	8,000	906	802
Other Long Term Liabilities: Finance Lease liabilities	179	200	0	0
Total other long term liabilities	179	200	0	0
Other Short Term financial Liabilities: Financial liabilities carried at contract amounts	0	0	12,154	14,115
Total Short term Liabilities	0	0	12,154	14,115

Income, Expense, Gains and Losses:

The gains and losses recognised in the Consolidated Income and Expenditure Account in relation to financial instruments are made up as follows:

	2012/13		2013/14	
	Financial Liabilities	Financial Assets	Financial Liabilities	Financial Assets
	Measured at amortised cost	Loans and Receivables	Measured at amortised cost	Loans and Receivables
	£000	£000	£000	£000
Interest expense payable on long term loan	(404)	0	(383)	0
Bank interest payable on leased assets loans	(17)	0	(16)	0
Bank and short term investment interest receivable	0	73	0	12
Net (loss)/gain for the year	(421)	73	(399)	12

Fair Values of assets and Liabilities

Financial liabilities and financial assets represented by loans and receivables and long term creditors are carried in the Balance Sheet at amortised cost. Their fair value can be assessed by calculating the present value of the cash flows that will take place over the remaining term of the instruments, using the following assumptions:

- Estimated interest rate at 31 March 2014 of 3.12% for loans from Leicestershire County Council based on equivalent rates for loans from the PWLB and a rate of 7.6% for equipment loans based on equivalent commercial rates.
- No early repayment or impairment is recognised.
- Where an instrument will mature in the next 12 months, carrying amount is assumed to approximate to fair value.
- The fair value of trade and other receivables is taken to be the invoiced or billed amount.

The fair values calculated are as follows:

	31 March 2013		31 March 2014	
	Carry Amount £000	Fair Value £000	Carry Amount £000	Fair Value £000
Financial Liabilities – Premises loan from Leicestershire County Council	9,157	10,522	8,648	9,264
Other Long-term creditors	163	163	209	209

Where the fair value is less than the carrying amount, this arises because the organisation's borrowings include a number of fixed rate loans where the interest payable is lower than the rates available for similar loans at the balance sheet date.

Loans and Receivables:

The fair value of trade and other receivables is taken to be the invoiced or billed amount which is the same as the carrying amount on the Balance Sheet.

13. Inventories

ESPO holds Stores stocks of products for resale to customers. The value of these stocks is as follows:

	2012/13	2013/14
	£000	£000
Balance at start of year	4,441	4,540
Purchases	30,977	32,364
Recognised as an expense in the year	(30,588)	(31,634)
Written off balances	(290)	(103)
Balance at year end	4,540	5,167

14. Short Term Debtors

The following represents an analysis of the amounts due to ESPO:

31 March 2013		31 March 2014
£000		£000
	Current Debtors	
1,424	Reserved Debtors	2,035
6,691	Sundry Debtors	7,709
(164)	Less provision for bad debts	(135)
7,951	**Total**	**9,609**
	Analysis of Bad debts Provision	
(145)	Opening Balance as at 1 April	(164)
(67)	I and E Charge for the Year	(8)
48	Less Bad Debts Written off	37
(164)	Closing Balance as at 31 March	(135)

15. Cash and Cash Equivalents

31 March 2013		31 March 2014
£000		£000
1	Cash held by ESPO	1
329	Bank current accounts	440
8,889	Bank short-term deposit account	8,056
9,219	**Total Cash and Cash Equivalents**	**8,497**

16. Short-Term Creditors and Other Current Liabilities

31 March 2013		31 March 2014
£000		£000
	Supplier balances:	
18	• Other local authorities	159
7,293	• Other entities and individuals:	8,629
4,047	Reserved creditors and suspense accounts	3,541
535	Taxes and duties	11
1,529	Member authority dividends	1,506
232	Payroll deductions	280
13,654	**Total**	14,126

17. Usable Reserves

Movements in ESPO's usable reserves are detailed in the Movement in Reserves Statement and in Notes 6 and 7 above.

ESPO reserves have been established to meet operating deficits and to finance major one-off expenditure and replacement of assets. The Usable Reserves held by ESPO at 31 March 2014 are as follows:

(i) General Fund:

The reserve provides working capital to finance ESPO's trading activities. Standard practice is that, on acceptance of the annual accounts by member authorities, the annual surplus is allocated to this account after making deductions of any amounts transferred to Earmarked Repairs and Renewals and Property Maintenance Reserves and of amounts payable to member authorities as annual dividend.

Member authorities' dividend is normally calculated as 80% of the annual surplus after transfers to other reserves. The retained balance is not available for distribution to member authorities and is held to offset any unbudgeted deficits. The maximum value of the general fund determined by Members was set at 5% of turnover.

(ii) Earmarked Projects:

Amounts authorised by member authorities to be allocated from annual surpluses to provide for the funding of major capital expenditure and development projects.

(iii) Repairs and Renewals:

This reserve provides funding for the replacement purchases of vehicles and other capital equipment and equalises the effect of annual spending variations on annual surpluses by means of an annual charge to revenue calculated on the expected asset life and replacement cost.

(iv) Property Maintenance:

This reserve provides funding for major building repairs, for which ESPO as beneficial owner is responsible and equalises the effect of annual spending variations on annual surpluses by means of an annual charge to revenue.

(v) Staff Pay Harmonisation:

This reserve provides funding for the expected costs associated with closure of the staff annual bonus scheme.

(vi) Strategic Review Implementation:

This reserve provides funding for the implementation of recommendations following a strategic review of the organisation undertaken by Deloitte and agreed by ESPO Management Committee.

18. Unusable Reserves

31 March 2013		31 March 2014
£000		£000
99	Revaluation Reserve	99
2,065	Capital Adjustment Account	2,131
(98)	Accumulated Absences Account	(108)
2,066	**Total**	2,122

Revaluation Reserve

The Revaluation Reserve contains the gains made by ESPO arising from increases in the value of its property. The balance is reduced when assets with accumulated gains are:

- Revalued downwards or impaired and the gains are lost
- Used in the provision of services and the gains are consumed through depreciation, or
- The asset is disposed of and the gains realised.

The Reserve contains only gains accumulated since 1 April 2007, the date the Reserve was created. Accumulated gains arising before that date are consolidated into the balance on the Capital Adjustment Account.

	2012/13	2013/14
	£000	£000
Balance at 1 April	7	99
Difference between the fair value depreciation and historical cost depreciation:	0	0
Revaluation gains on Property, Plant and Equipment	92	0
Balance at 31 March	99	99

Capital Adjustment Account

The Capital Adjustment Account absorbs the timing differences arising from the different arrangements for accounting for the consumption of non-current assets and for financing the acquisition, construction or enhancement of those assets under statutory provision. The account is debited with the cost of acquisitions, construction or enhancement as depreciation, impairment losses and amortisations are charged to the Comprehensive Income and Expenditure Statement (with reconciling postings from the Revaluation Reserve to convert fair value figures to a historical cost basis). The accrual is credited with the amounts set aside by the organisation as finance for the costs of acquisition, construction and enhancement.

The Account contains revaluation gains accumulated on Property, Plant and Equipment before 1 April 2007, the date that the Revaluation Reserve was created to hold such gains.

Note 6 provides details of the source of all the transactions posted to the account, apart from those involving the Revaluation Reserve.

2012/13	**Capital Adjustment Account**	2013/14
£000		£000
1,998	**Balance at 1 April**	2,065
	Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:	
(509)	• Charges for depreciation of non current assets	(473)
0	• Net Revaluation gains and (Impairment losses) on Property, Plant and Equipment	0
(71)	• Amortisation of intangible assets	(78)
0	• Revenue expenditure funded from capital under statute	0
(59)	• Amounts of non current assets written off on disposal or sale as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	(71)
(639)		(622)
	Net written out of the cost of non-current assets consumed in the year	
	Capital financing applied in the year:	
0	• Use of Major Project Earmarked Reserve to finance new capital expenditure	74
43	• Use of the Repairs and Renewals Earmarked Reserve to finance new capital expenditure	0
665	• Statutory provision for the financing of capital investment charged against the General Fund	614
8	• Capital Expenditure charged against the General Fund	0
716		688
2,065	**Balance at 31 March**	2,131

Accumulated Absences Account

The 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 e.g. annual leave entitlement carried forward at 31 March.

Statutory arrangements require that the impact on the General Fund Balance is neutralised by transfers to or from the Account.

2012/13 £000		2013/14 £000	
(94)	**Balance at 1 April**		(98)
94	Settlement or cancellation of accrual made at the end of the preceding year	98	
(98)	Amounts accrued at the end of the current year	(108)	
(4)	Amount by which officer remuneration charged to the Comprehensive Income and Expenditure Statement on an accruals basis is different from remuneration chargeable in the year in accordance with statutory requirements	(10)	
(98)	**Balance at 31 March**		(108)

19. Reconciliation of the Surplus on the Comprehensive Income and Expenditure Statement to Revenue Activities Cash flow

2012-13		**2013-14**	
£000	**Non cash Transactions:**	£000	
(580)	Depreciation of non-current assets	(551)	
(4)	Movement on short-term accumulating compensated absences adjustments	(10)	
(584)			(561)
	Revenue items on an accruals basis:		
99	Increase in stocks	627	
(2,328)	(Decrease)/ increase in debtors	1,658	
(1,321)	Increase in creditors	(882)	
(99)	(Increase)/decrease in tax creditor	525	
(1,231)	Increase in other current liabilities	(1,671)	
(4,682)			257
(5,266)	**Total adjustment to net surplus on the provision of services for non-cash movements**		(304)
	Adjustments for items included in the net surplus on the provision of services that are Investing and financing activities		
(348)	Interest payable (net)	(387)	
2	Surplus on disposal of non-current assets	12	
(346)			(375)

20. Cash Flow Statement – Adjustments to Operating Activities

The cash flows for operating activities include the following items:

2012/13		2013/14
£000		£000
(73)	Interest Received	(11)
421	Interest paid	399
3,496	Dividends paid	1,528
3,844	**Net cash flows from operating activities**	1,916

21. Cash Flow Statement – Investing Activities

2012/13		2013/14
£000		£000
206	Purchase of Property, Plant and Equipment and intangible assets	232
(61)	Proceeds from the sale of property, plant and equipment and intangible assets.	(83)
145	**Net cash flows from investing activities**	149

22. Cash Flow Statement – Financing Activities

2012/13		2013/14
£000		£000
166	Cash payments for the reduction of outstanding finance lease liabilities	115
512	Repayment of short and long-term borrowing	509
678	**Net cash flows from financing activities**	624

23. Amounts Reported for Resource Allocation Decisions

The analysis of the income and expenditure on the face of the Comprehensive Income and Expenditure Statement is that specified by the Service Expenditure Reporting Code of Practice. However, decisions about resource allocation in 2013/14 were taken by ESPO's Senior Management Team on the basis of financial reports analysed across its two main operating divisions. These reports are prepared on a different basis from the accounting policies used in the financial statements. In particular:

- Charges are made in the Management Trading Accounts for the replacement of non-current plant and equipment and intangible assets based on the expected cost of replacement. A Renewals Reserve holds the accumulated charges and purchases of replacements are charged to this reserve.

- No charges are made in relation to depreciation of the Grove Park premises, or for revaluation gains or impairment losses (whereas depreciation on all non current and intangible assets, revaluation and impairment losses in excess of the balance on the Revaluation Reserve and amortisations are charged in the Comprehensive Income and Expenditure Statement).

- Repayments of the capital and interest elements of the premises loan and of finance leases are treated as a rental charges in the Management Trading Accounts (whereas the interest elements are included as Financing and Investment Expenditure in the Comprehensive Income and Expenditure Statement and the capital elements are included in the Movement in Reserve statement and identified in Note 6).

- Charges are made in the Management Trading Accounts for purchases of additional non current and intangible assets for which there are no amounts provided within Renewals or Earmarked Reserves (whereas these purchases are excluded from the Comprehensive Income and Expenditure Statement and are included in the Movement in Reserve statement and identified in Note 6).

- No charges are made in the Management Trading Accounts for revenue expenditure on major development projects where an earmarked reserve has been established and approved by the Management Committee (whereas such expenditure is included within the Comprehensive Income and Expenditure Statement and reversed out in the Movement in Reserve statement and identified in Note 7).

- No charges are made in the Management Trading Accounts for dividend payments to member authorities.

The income and expenditure of the organisation's principal trading divisions recorded in the Management Trading Accounts for the year is as follows:

Management Trading Account:

2012/13				2013/14		
Stores	Central Purchasing	Total		Stores	Central Purchasing	Total
£000	£000	£000		£000	£000	£000
(41,729)	(52,366)	(94,095)	Sales Income	(43,573)	(52,073)	(95,646)
30,950	44,951	75,901	Cost of Sales	31,680	44,637	76,317
(10,779)	(7,415)	(18,194)	Gross Margin on Sales	(11,893)	(7,436)	(19,329)
			Service Expenditure:			
4,580	4,871	9,451	Employees	4,406	5,983	10,389
33	181	214	Other Employee Expenses	16	252	268
1,275	288	1,563	Premises	1,308	285	1,593
1,870	172	2,042	Transport	2,184	254	2,438
356	383	739	Equipment	372	681	1,053
49	339	388	Office Expenses	55	314	369
327	584	911	Other Expenses	52	656	708
110	36	146	Support Service Charges	109	20	129
750	(750)	0	Service Recharges	0	0	0
9,350	6,104	15,454	Total Expenditure	8,502	8,445	16,947
(1,429)	**(1,311)**	**(2,740)**	**Net Surplus**	**(3,391)**	**1,009**	**(2,382)**

Reconciliation of Management Trading Account to Cost of Services in the Comprehensive Income and Expenditure Statement

This reconciliation shows how the figures in the Management Trading Account relate to the amounts included in the Comprehensive Income and Expenditure Statement.

2012/13				2013/14		
Stores £000	Central Purchasing £000	Total £000		Stores £000	Central Purchasing £000	Total £000
(41,729)	(52,366)	(94,095)	**Income as per ESPO Management Accounts**	(43,574)	(52,073)	(95,647)
0	73	73	Interest receivable included under Sales Income	0	12	12
4	57	61	Disposals of non current assets included under Sales Income	11	72	83
(9)	0	(9)	Interest credited to Earmarked Funds	(24)	0	(24)
(41,734)	(52,236)	(93,970)	**Gross Income as per the Comprehensive Income and Expenditure statement**	(43,587)	(51,989)	(95,576)
40,299	51,056	91,355	**Expenditure as per ESPO Management Accounts**	40,182	53,082	93,265
(400)	(100)	(500)	Capital elements of the premises loan repayments included under Premises	(400)	(100)	(500)
0	(161)	(161)	Capital elements of the leased assets repayments included under Transport	0	(112)	(112)
0	(5)	(5)	Capital elements of the leased assets repayments included under Office Expenses	0	(3)	(3)
(520)	(55)	(575)	Amounts transferred to Earmarked, Repairs and Renewals and Maintenance Reserves for future capital expenditure included under Equipment	(523)	(62)	(585)
(404)	(16)	(420)	Interest payable included under Other Expenses	(383)	(16)	(399)
0	0	0	Non current assets purchases included under Transport	0	0	0
(8)	0	(8)	Non current assets purchases included under Equipment	0	0	0
			Plus expenditure not included in Management Accounts. Included in the Comprehensive Income and Expenditure Statement:			
489	91	580	Depreciation of non current assets and amortisation of intangible assets included under Equipment	452	99	551
(5)	9	4	Compensated absences included under Employees	9	1	10
602	176	778	Earmarked Reserves revenue expenditure included under equipment	145	35	180
40,053	50,996	91,048	**Gross Expenditure as per the Comprehensive Income and Expenditure statement**	39,482	52,924	92,406
(1,681)	**(1,241)**	**(2,922)**	**Surplus on Net Cost of Services as per ESPO Statement of Accounts**	**(4,105)**	**935**	**(3,170)**

There is no segmental reporting of the organisation's assets and liabilities as these are not segregated for management reporting.

24. Officers Remuneration

a) Apart from the senior officers who are listed in note b) below, there were no officers in either 2012/13 or in 2013/14 whose emoluments met or exceeded £50,000. Therefore this table has been omitted.
b) The following table sets out the remuneration disclosures for senior officers whose salary is less than £150,000 but equal or more than £50,000 per year:

Post holder Information (Post Title)	Salary (inc fees and allowances)	Compensation Payments	Benefits in Kind (e.g. Car Allowances)	Total Remuneration excluding pension contributions	Employers Pension contributions	Total Remuneration including Employers pension contributions
2013/14	£	£	£	£	£	£
Director	127,689	0	0	127,689	24,644	152,333
Deputy Director	33,661	0	1,045	34,706	29,798	64,504
Assistant Director (Finance)	75,660	0	0	75,660	14,602	90,262
Assistant Director (Procurement & Compliance	42,454	0	0	42,454	8,194	50,648
Assistant Director (Sales and Marketing)	55,716	0	0	55,716	10,753	66,469
Assistant Director (Operations)	58,682	0	3,099	61,781	11,326	73,107
Operations Manager	50,080	0	0	50,080	9,665	59,745
Trading Manager	48,876	0	493	49,369	37,548	86,917
Commercial Manager	53,940	0	1,599	55,539	10,410	65,949
Commercial Manager	53,940	0	2,241	56,181	10,410	66,591
	600,698	0	8,477	609,175	167,350	776,525

NOTE:

In 2013/14 the Deputy Director retired on the 30th September 2013. Both Interim Commercial Mangers were made permanent in their roles. The Assistant Director (Procurement & Compliance) commenced ESPO on the 9th September 2013. The Assistant Director (Sales & Marketing) commenced on the 24th June 2013 and the Assistant Director (Operations) commenced on the 27TH May 2013.

2012/13 Comparatives	Salary (inc fees and allowances	Compensation Payments	Benefits in Kind (e.g. Car Allowances)	Total remuneration excluding pension contributions	Employers Pension Contributions	Total remuneration including Employers Pension contributions
	£	£	£	£	£	£
Director	74,485	0	0	74,485	13,854	88,339
Deputy Director	67,322	2,019	2,085	71,426	36,393	107,819
Assistant Director (Commodity)	70,490	4,495	2,592	77,577	13,111	90,688
Assistant Director (Finance)	74,910	0	0	74,910	13,933	88,843
Interim Assistant Director (Operations)	50,911	3,332	0	54,243	9,469	63,712
Interim Commercial Manager	51,663	3,100	2,575	57,338	9,609	66,947
Interim Commercial Manager	51,663	3,100	2,081	56,844	9,609	66,453
	441,444	16,046	9,333	466,823	105,978	572,801

NOTE: In 2012/13 the Director of ESPO commenced on the 1st September 2012. The Assistant Director (Operations) changed his hours from full-time to part-time to assist and complete the handover for the new Interim Assistant Director (Operations) who commenced in May 2012. His salary for 2012-13 did not exceed £50,000 and therefore the above table reflects this. The Assistant Director (Commodity) commenced flexible retirement from the 1st February 2013; therefore the above table reflects this.

Also, please note that the Deputy Director's Employers Pension Contribution has been restated for 2012-13.

EXIT PACKAGES

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

Exit Package Cost Band	Number of Compulsory Redundancies		Number of Other Departures Agreed		Total Number of Exit packages by Cost Band		Total Cost of Packages in Each Cost Band	
	2012/13	2013/14	2012/13	2013/14	2012/13	2013/14	2012/13 £000	2013/14 £000
£0 - £20,000	0	0	1	1	1	1	15	7
Total	**0**	**0**	**1**	**1**	**1**	**1**	**15**	**7**

25. External Audit Costs

Eastern Shires Purchasing Organisation incurred the following audit fees:

	2012/13	2013/14
	£000	£000
Fees payable to external auditors with regard to external audit services and statutory inspection carried out by the appointed auditor under the Audit Commission's *Code of Audit Practice* in accordance with section 5 of the Audit Commission Act 1998.	14	14
A rebate of £1,944 was received from the Audit Commission.		

26. Related Parties

ESPO 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 ESPO. Disclosure of these transactions allows readers to assess the extent to which ESPO might be constrained in its ability to operate independently or might have secured the ability to limit another party's ability to bargain freely with ESPO.

Members

Members of the Management Committee have a direct control over ESPO financial and operating policies. No payments are made by ESPO to any members of the Management Committee. During 2013/14 no members had an interest in any work or services commissioned by ESPO. Contracts were entered into in full compliance with the organisation's standing orders.

Officers

During 2013/14 no officers declared a pecuniary interest in any contractual or financial transactions.

Other Public bodies [subject to common control by central government]

Debtors:

ESPO provides goods and services to all member authorities and as a consequence amounts due from member authorities including LEA schools for such transactions amounted to £3.302m as at 31 March 2014 (£2.824m as at 31 March 2013) and are included in 'Sundry Debtors' as detailed in note 14 to the Statement of Accounts. The amounts owing from each member authority are as follows:

Analysis of Sundry Debtor Balances	31 March 2013	31 March 2014
	£000	£000
Member Authorities:		
Cambridgeshire County Council	375	396
Leicester City Council	275	352
Leicestershire County Council	466	665
Lincolnshire County Council	528	660
Norfolk County Council	805	787
Peterborough City Council	95	129
Warwickshire County Council	280	313
Total	2,824	3,302

Sales:

The value of sales to member authorities, including LEA schools, for services provided by ESPO are included within the value of Gross Income in the Consolidated Income and Expenditure Statement and amounted to £45.30m for 2013/14 (£42.29m for 2012/13). The following is a breakdown by individual member authority:

Analysis of sales to member authorities.	2012/13	2013/14
	£000	£000
Member Authorities:		
Cambridgeshire County Council	6,197	6,801
Leicester City Council	4,401	4,443
Leicestershire County Council	6,462	6,728
Lincolnshire County Council	6,758	7,688
Norfolk County Council	10,079	10,712
Peterborough City Council	2,123	2,223
Warwickshire County Council	6,265	6,702
	42,285	45,297

Creditors:
Amount due to member authorities for services they provided to ESPO amounted to £0.16m as at 31 March 2014 (£0.2m at 31 March 2013) and are included within the value of 'Supplier Account Balances' as detailed in the Short-Term Creditors note to this Statement of Accounts.

Analysis of Supplier Account Balances.	31 March 2013	31 March 2014
	£000	£000
Member Authorities:		
Leicestershire County Council	18	153
Cambridgeshire County Council	0	6
	18	159

Purchases:
The value of purchases from member authorities for services they provided to ESPO are included within the value of Gross Expenditure in the Consolidated Income and Expenditure Statement and amounted to £1.85m for 2013/14 (£1.57m for 2012/13). The following is a breakdown by individual member authority:

Analysis of purchases from member authorities.	2012/13	2013/14
	£000	£000
Member Authorities:		
Cambridgeshire County Council	28	40
Leicester City Council	27	48
Leicestershire County Council	1,512	1,540
Lincolnshire County Council	0	0
Norfolk County Council	0	4
Peterborough City Council	0	0
Warwickshire County Council	3	218
	1,570	1,850

27. Capital Expenditure and Capital Financing

ESPO finances the purchase of routine replacement non current and intangible assets from the Repairs and Renewals Reserve or the Property Maintenance Reserve.

Purchases of additional non current and intangible assets may be financed from Earmarked Reserves when these form part of development projects approved by the Management Committee. Other purchases of additional non current and intangible assets are financed from revenue.

Financing of capital expenditure on non current and intangible assets:

2012/13			2013/14	
Intangibles	Vehicles, plant and Equipment		Intangibles	Vehicles, plant and Equipment
£'000	£'000		£'000	£'000
0	0	Financed from Revenue	0	158
0	163	Financed from Earmarked Reserves	74	0
43	0	Financed from Vehicle and Equipment Reserves	0	0
43	163		74	158

Capital expenditure commitments:

	31 March, 2013 £000	31 March, 2014 £000
The organisation had no commitments during 2013/14 for the purchase of non current assets in the following financial year, 2014/15.	0	0

28. Leases

Finance Leases

The organisation has acquired its motor car fleet and selected office copiers under finance leases. Copiers below the minimum capital purchase value of £5,000 continue to the treated as operating leases.

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

31 March 2013		31 March 2014
£000		£000
306	Vehicles, Plant and Equipment	323

The organisation is committed to making payments under these finance leases comprising of the long-term liability for the interest in the property acquired by ESPO and finance costs that will be payable by ESPO in future years while the liability remains outstanding. The minimum lease payments are made up of the following amounts:

	31 March 2013	31 March 2014
	£000	£000
Finance lease liabilities (net present value of minimum lease payments):		
• Current	0	0
• Non current	266	393
Finance costs payable in future years	33	54
Minimum lease payments	299	447

The minimum lease payments will be payable over the following periods:

	Minimum Lease Payments		Finance Lease Liabilities	
	31 March 2013	31 March 2014	31 March 2013	31 March 2014
	£000	£000	£000	£000
Not later than one year	104	129	87	109
Later than one year and not later than five years	195	318	179	284
	299	447	266	393

Operating Leases

ESPO has acquired office copiers and food vendors by entering into operating leases, with a typical life of 5 years.

The future minimum lease payments due under non-cancellable leases in future years are:

	2012/13	2013/14
	£000	£000
Not later than one year	8	7
Later than one year and not later than 5 years	3	12
Minimum lease payments	11	19

The expenditure charged to the Equipments line in the Comprehensive Income and Expenditure Statement during the year in relation to these operating leases was:

	2012/13	2013/14
	£000	£000
Minimum lease payments	3	19

29. Impairment Losses

During this financial year ESPO had no recognised Revaluation Gains in relation to its premises at Grove Park, Enderby. There has been no change of use during this period and the organisation continues to utilise the premises as its operational headquarters, warehouse and distribution centre.

30. Pensions

The staff of ESPO are employed by Leicestershire County Council, on a rechargeable basis, although ESPO determines the staffing levels. Employees are eligible for membership of the Local Government Pension Scheme administered by Leicestershire County Council. A separate fund value is not identified for ESPO employees and therefore sufficient information is not available for this organisation to account for the plan as a defined benefit scheme.

Details of the Leicestershire County Council defined benefits pension fund are contained within the authority's annual Statement of Accounts which are available on line from www.leics.gov.uk. The latest fund actuarial valuation at 31 March 2013 identified that the funds assets were sufficient to meet approximately 72% of the liabilities accrued up to that date. Increases in employer's contribution rate that are required within the valuation will be phased in over a three year period commencing 1 April 2014. The contributions payable by ESPO will be 20.3% in 2014/15, 21.3% in 2015/16 and 22.3 in 2016/17.

The pension costs that are charged to ESPO's accounts in respect of these employees are equal to the contributions paid to the funded pension scheme. In addition ESPO has made arrangements for the payment of added-years pensions to certain retired employees outside the provisions of the scheme, on an unfunded basis.

In 2013/14 ESPO paid an employer's contribution of £1,189,490, (2012/13 - £1,054,349), into the Pension Fund, representing an average 19.3% of total pensionable pay. The rate of contribution was based upon the actuarial review as at March 2010 and resulted in an employer's contribution rate being set at 17.9% for 2011/12, 18.6% for 2012/13 and 19.3% for 2013/14.

In addition, ESPO is responsible for all pension payments relating to added-years benefits it has awarded, together with the related increases. In 2013/14 these amounted to £39,275 (2012/13 - £10,913), representing 0.5% of pensionable pay.

31. Contingent Liabilities

There are no contingent liabilities.

32. Nature and Extent of Risks Arising from Financial Instruments

The organisation's activities expose it to a variety of financial risks:

- Credit risk – the possibility that other parties might fail to pay amount due to ESPO.
- Liquidity risk – the possibility that ESPO might not have funds available to meet its commitments to make payments.
- Market risk – the possibility that financial losses might arise from changes in such measures as interest rates.

The organisation only generates income through its commercial activities therefore risk management focuses on the unpredictability of customer demand and on maintaining its reputation for service quality and value for money. The effective risk management of financial instruments is vital to ensure the necessary funding and resources are available to support these activities. Risk management is carried out by the Senior Management Team under policies approved by the ESPO Management Committee and in compliance with the financial regulations and policies of Leicestershire County Council, the organisation's servicing authority.

Credit Risk

Credit risks arise from deposits with banks and from credit exposures to the organisation's customers. Deposits are made with banks that are approved by the servicing authority and that meet Leicestershire County Council rating requirements.

The maximum exposure to credit risk in relation to ESPO's investments in banks and building societies is 100% of its investments, but this cannot be assessed generally as the risk of any institution failing to make interest payments or repay the principle sum will be specific to each individual institution. Recent experience has shown that it is rare for such entities to be unable to meet their commitments. A risk of irrecoverability applies to all of ESPO's deposits but there was no evidence at 31 March 2014 that this was likely to crystallise.

Customers are assessed, taking into account their legal status, past experience and other factors with individual credit limits being set for catalogue customers in accordance with internal ratings. Due to the nature of the transactions, limits are not enforced on energy billing and on turnover rebates due from contracted suppliers. As at the Balance Sheet date no customers' credit terms have been renegotiated that would otherwise be past due.

The following analysis summarises the organisation's potential maximum exposure to credit risk, based on default and un-collectability over the past 6 years, adjusted to reflect current market conditions.

	Amount at 31 March 2014 £000	Historical experience of default %	Historical experience adjusted for market conditions at 31 March 2014 %	Estimated maximum exposure to default and un-collectability 31 March 2014 £000	Estimated maximum exposure at 31 March 2013 £000
Bank Deposits	441	0	0	0	0
Investments (see Note 15)	8,056	0	0	0	0
Customers	7,464	0.93%	0.61%	45.5	31.1
				45.5	31.1

Where applicable, no credit limits were exceeded during the reporting period and ESPO does not expect any losses from non-performance in relation to bank deposits. ESPO normally allows credit terms of between 14 and 45 days for customers.

A total of £1.31m of the balance of £7.46m was overdue at 31 March 2014 and can be analysed as follows:

Aged Analysis of financial assets that are past due as at the reporting date but not impaired (Overdue debtors):

	31 March 2013 £000	31March 2014 £000
Less than one month overdue	949	1,071
Between one and three months	290	186
More than three months overdue	97	53
	1,336	1,310

Impairment of financial assets:

A bad debt provision is established following a review of individual customers' debts as at the balance sheet date and a proportionate value of impairment is determined according to the individual circumstances including customers' legal status. Debts are usually considered 100% impaired when customers have entered into liquidation. A summary of the provision is included within Note 14 – Short Term Debtors.

Liquidity Risk

In order to support seasonal trade variations ESPO has an informal treasury arrangement with Leicestershire County Council (its servicing authority) that provides ready access to liquid funds for short-term borrowing at market interest rates.

ESPO moved to new premises at Grove Park, Enderby, Leicestershire in February 2006. This property is owned by Leicestershire County Council on behalf of the organisation as a consequence of ESPO's status which does not permit the legal ownership of assets.

Leicestershire County Council financed the purchase with long term borrowing from the Public Works Loan Board which ESPO, as the beneficial owner of the property, has committed to recompense to the council in instalments that equal their repayments to the PWLB for the duration of the loan. The loan is subject to interest rates charged between 4.4% to 4.65% pa.

Maturity analysis of financial liabilities:

	Total Long-Term Outstanding at 31 March 2013 £'000	Total Long -Term Outstanding at 31 March 2014 £'000
Lender:		
• Leicestershire County Council	8,500	8,000
Analysis of Maturity of this loan:		
• Between one and two years	500	500
• Between two and five years	1,500	1,500
• Between five and ten years	2,500	2,500
• In ten years or more	4,000	3,500

Market Risks:

Interest Rate Risk:
ESPO is exposed to interest rate risk in terms of its exposure to rate movements on its investments and short-term borrowings. The impact on the Income and Expenditure Account of rate changes on interest receivable and interest payable on such transactions is nominal in relation to ESPO turnover. For example, the effect of a 1% increase in rates would be an increase in income on investments of £80,000. The effect of a 1% decrease would have the opposite effect. 1% has been used for this analysis as this reflects the maximum expected movements in market rates over the next 12 months.

The effect of interest rate exposure is recognised within the annual budget and regularly monitored by management.

Foreign Exchange Risk:
The organisation has no assets or liabilities denominated in foreign currencies as imports and exports are priced in sterling. Movements in exchange rates may impact on the sterling prices quoted by overseas suppliers although the extent of this influence is not calculable.

GLOSSARY OF TERMS

ACCOUNTING POLICIES

The specific principles, bases, conventions, rules and practices applied in preparing and presenting financial statements.

ACCRUALS

Requires that costs and revenues are recognised in the accounts when incurred or earned not when money is received or paid.

AMORTISED COST

The amortised cost of a financial asset or financial liability is

- the amount at which the asset or liability is measured at initial recognition (usually "cost")
- minus any repayments of principal,
- minus any reduction for impairment or un-collectability, and
- plus or minus the cumulative amortisation of the difference between that initial amount and the maturity amount.

BALANCE SHEET

The Balance Sheet represents the organisation's financial situation as at the Balance Sheet date. The Balance Sheet is composed of two main parts:

Net Assets and

Total Reserves.

CASH AND CASH EQUIVALENTS

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty within 24 hours. Cash equivalents are investments of less than 3 months from acquisition that are readily convertible to known amounts of cash with insignificant risk of a change in value.

CAPITAL EXPENDITURE

Capital expenditure represents expenditure on the construction, acquisition, development or improvement of Property, Plant and Equipment and of Intangible Fixed Assets.

CAPITAL RECEIPTS

Income received from the sale of capital assets.

COMPREHENSIVE INCOME AND EXPENDITURE ACCOUNT

A summary of the resources generated and consumed by the organisation in the year. It summarises trading income and expenditure for the relevant financial years of all functions for which ESPO is responsible.

CASH FLOW STATEMENT

The Cash Flow Statement summarises the inflows and outflows of cash and cash equivalents resulting from operations and from investing and financing activities. It also shows how the net cash flow from operations is related to the Net Surplus or Deficit on the Provision of Services.

CIPFA

The Chartered Institute of Public Finance and Accountancy is the lead body for setting standards in the public sector accounting practice.

CONTINGENT LIABILITIES

Contingent liabilities are possible future liabilities that will only become certain on the occurrence of some future event. A contingent liability is less certain than a provision: the latter is expected to occur, a contingent liability might occur.

Contingent liabilities are not shown in the Balance Sheet, but must be disclosed in the notes.

CREDITORS

Creditors are financial liabilities arising from goods or services that have been received but for which payment has not been made by the Balance Sheet date.

CURRENT ASSETS / LIABILITIES

Current liabilities are the debts the organisation owes which must be paid within one year. They are the opposite of current assets. Current Assets are assets that can be convertible in to cash at short notice.

DEBTORS

Debtors are amounts owed to the organisation where the services and goods have been delivered but payment has not been received by the Balance Sheet date.

DEPRECIATION

Depreciation is a non cash expense that reduces the value of an asset as a result of wear and tear, age or obsolescence.

FAIR VALUE

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction.

INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

A statement of common accounting practice, devised by the International Accounting Standards Board, which is applicable to the majority of large organisations, both within the public and private sector.

GENERAL FUND

This is the organisation's main revenue fund. It provides the resources necessary to sustain the day-to-day business activities and thus pays for all administrative and operating expenses.

IMPAIRMENT

A loss in the value of a fixed asset, arising from physical damage such as a major fire or a significant reduction in market value.

INTANGIBLE FIXED ASSETS

Non financial fixed assets that do not have any physical substance but are identifiable and are controlled by the organisation through custody or legal rights (e.g. purchased software licences).

LEASING

A method of financing the acquisition of assets for e.g. equipment, vehicles and plant etc.

There are two forms of lease:

A finance lease involves payment by the lessee (the user) of the full cost of the asset together with a return on the finance provided by the lessor, usually payable over the anticipated life of the asset.

An operating lease involves the payment of a rental by a lessee for a period, which is normally less that the useful economic life of the asset.

LONG TERM BORROWING

Loans raised to finance capital spending which have still to be repaid.

MOVEMENT IN RESERVES STATEMENT

This statement represents the changes in the organisation's financial resources over the year and is analysed in to "usable reserves", those that can be applied to fund expenditure and "unusable reserves".

NET BOOK VALUE

This is the asset's original cost less the depreciation or amortisation.

NET WORTH (NET ASSETS/LIABILITIES)

This is the value by subtracting the total liabilities from the total assets in the Balance Sheet.

NON CURRENT ASSETS

An asset which is not easily convertible to cash within twelve months. Examples include Fixed and Intangible assets.

PROVISIONS

A provision is a liability of an uncertain timing or an amount.

PUBLIC WORKS LOAN BOARD (PWLB)

The Public Works Loan Board is a government agency which provides long term loans to local authorities, usually at advantageous interest rates.

REMUNERATION

All sums paid to an employee, including expenses, allowances and redundancy payments chargeable to UK income tax, and the monetary value of any other benefits received other than in cash.

REVENUE

Expenditure that ESPO incurs on the day to day costs of its goods and services including purchases for resale, salaries, premises costs, vehicles and other running expenses as well as charges to provide funds for renewals of non-current assets. This expenditure is funded from income generated from the supply of goods and services to customers.

UNUSABLE RESERVES

Unusable reserves are those which do not represent funding that is available to support service delivery. These reserves generally arise from statutory adjustments and the treatment of unrealised changes in the value of assets or liabilities.

USABLE RESERVES

A usable reserve represents resources the organisation can control in making service delivery decisions. Each usable reserve may have different restrictions upon its potential use, dependent upon decisions made by the organisation.

This page is intentionally left blank

Appendix 2

Annual Governance Statement 2013/14

1. SCOPE OF RESPONSIBILITY

ESPO is responsible for ensuring that its business is conducted in accordance with the law and proper standards, and that public money is safeguarded and properly accounted for, and used economically, efficiently and effectively. ESPO also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

In discharging this overall responsibility, ESPO is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions, which includes arrangements for the management of risk.

ESPO has approved and adopted a code of corporate governance, which is consistent with the principles of the CIPFA/SOLACE Framework *Delivering Good Governance in Local Government.* A copy of the code is on our website and this statement explains how ESPO has complied with the code and also meets the requirements of Accounts and Audit (England) Regulations 2011, regulation 4(3), which requires all relevant bodies to prepare an annual governance statement.

2. THE PURPOSE OF THE GOVERNANCE FRAMEWORK

The governance framework comprises the systems and processes, culture and values by which the Organisation is directed and controlled and its activities through which it accounts to, engages with and leads its communities. It enables the Organisation to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate services and value for money.

The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives and can therefore only provide reasonable and not absolute assurance of effectiveness. The system of internal control is based on an ongoing process designed to identify and prioritise the risks to the achievement of ESPO's policies, aims and objectives, to evaluate the likelihood of those risks being realised and the impact should they be realised, and to manage them efficiently, effectively and economically.

The governance framework has been in place at ESPO for the year ended 31 March 2014 and up to the date of approval of the annual report and statement of accounts. ESPO's governance environment is consistent with the six core principles of the CIPFA/SOLACE framework, within each principle we have identified the sources of assurance.

PRINCIPLE A: Focusing on the purpose of the organisation and on outcomes for our stakeholders and implementing a vision for the future.

Under this principle, there is a requirement to:

- Exercise strategic stewardship by developing and clearly communicating the organisation's purpose and vision and its intended outcome for stakeholders.
- Ensure that users receive a high quality of service whether directly, or in partnership, or by commissioning.
- Ensure the organisation makes best use of resources and that tax payers and service users receive excellent value for money.

Description of Governance Mechanisms: *Evidence and documents that demonstrate compliance / good practice*	**Assurances received**	**Weaknesses identified:** *Areas for improvement*
• Service/Business Plans supported by relevant strategies • Communication Strategy • Performance trends and reports on the progress of service delivery • Formal complaints policy and procedures that inform positive service improvement • Comparison of information on ESPO's economy, efficiency and effectiveness of services • Instruction on how to measure Value for Money	• Outcomes are delivered through Assistant Director plan's and strategies which set out objectives and targets in relation to ESPO's priority outcomes. • Communication strategy that is based on a brand survey of our customers allowing us to provide a better service to our stakeholders. • Performance trends reported through balanced scorecard. Also trends identified in monthly and weekly financial reports. • Annual Report considered by members – supported by approved Medium Term Financial Strategy and Annual Statement of Accounts; • A strategy which sets out how efficiencies included within the MTFS will be achieved; • Industry benchmarking measures undertaken in some departments to determine value for money.	• Improvements to Intranet and internet page. • Updated Balanced Scorecard to reflect new strategy.

PRINCIPLE B: Members and officers working together to achieve a common purpose with clearly defined functions and roles

Under this principle, there is a requirement of ESPO to:

- Ensure effective stewardship throughout the organisation and be clear about member and officer functions and of the roles and responsibilities of the scrutiny function;
- Ensure a constructive working relationship exists between organisation members and officers and that the responsibilities of members and officers are carried out to a high standard;
- Ensure relationships between the organisation, its partners and the public are clear so that each knows what to expect of the other.

Description of Governance Mechanisms – *Evidence and documents that demonstrate compliance / good practice*	**Assurances received**	**Weaknesses identified:** *Areas for improvement*
• Job descriptions for: Director, CFO; Head of Internal Audit Service, AD Finance • Member/Officer Protocol • Constitution • Scheme of delegation, standing orders and financial regulations • Effective Director and Chairman pairing • Compliance with Role of Chief Financial Officer and Role of Head of Internal Audit • Monitoring officer provisions • Conditions of employment including; appraisal arrangements; pay and conditions policies; structured pay scales • Effective performance management system including progress on Key Performance Indicators and identifying areas of improvement • Business and financial planning process	• Draft Constitution sets out ESPO's political structure and roles and responsibilities of the Committees, the Chief Officers and the rules under which they operate. There are specific job descriptions in place. • Draft Constitution sets out 'Responsibility for Functions' including scheme of delegation to the Director. Also includes financial regulations and contract procedure rules. • Regular meetings take place between the Chairman, the Director and the servicing authority. • Assessment of compliance with the Statement on the Role of the CFO and Role of the Head of Internal Audit. • Monitoring Officer and CFO are responsible for ensuring an appropriate framework exists to ensure procedures are followed. • Employment Committee at LCC manage and govern all pay matters and are responsible for terms and conditions of service, including remuneration. Pay Policy Statement ensures the ESPO manages its policy on pay and benefits in a fair, non-discriminatory, consistent and transparent way. • Established Finance function maintains sound financial frameworks and supports delivery of MTFS. • Management Committee maintain oversight of management and stewardship of ESPO	• Finalise agreement to Partnership Agreement and Constitution • Develop and approve an internal audit Charter and Quality Assurance & Improvement Programme (QAIP) to satisfy Public Sector Internal Audit Standards (PSIAS) requirements

PRINCIPLE C: Promoting values for the organisation and demonstrating the values of good governance through upholding high standards of conduct and behaviour

Under this principle, there is a requirement of ESPO to:

- Ensure organisation members and officers exercise Chairmanship by behaving in ways that exemplify high standards of conduct and effective governance;
- Ensure that organisational values are put into practice and are effective.

Description of Governance Mechanisms – *Evidence and documents that demonstrate compliance / good practice*	**Assurances received**	**Weaknesses identified:** *Areas for improvement*
• Annual Governance Statement • Member and Officers Codes of Conduct • Performance appraisal • Procedures for responding to behaviour complaints • Anti –fraud and anti-corruption policies • Standing orders and financial regulations • Register of Interests and Gifts and Hospitality – members and staff • Ethical awareness training and dealing with conflicts of interest • Communicating shared values with members, staff, the community and partners • Whistleblowing arrangements • Decision making practices/framework • Protocols for partnership working • Code of Corporate Governance	• AGS produced by compiling and scrutinising information from Departmental Self Assessments and assurance from Internal Audit Service. • Members of individual authorities are subject to their own Code of Conduct • Adopted LCC Employee Code of Conduct. 'Dignity At Work' Policy and Procedures provides employees with examples of unacceptable behaviour, and is complimented by other HR policies • Corporate Performance and Development Review (PDR) system in place to appraise the performance of all staff with completion rates monitored and reported. Managers align employees PDR priorities and objectives to the service, department and ESPO's priorities. • 'Leading for High Performance' programme underpins the approach to performance management and covers importance of maintaining strong ethical governance. • Adopted LCC Anti Fraud & Corruption Policy, Strategy and Procedures. • Draft Constitution sets out 'Meeting Procedure Rules' and Financial Rules and Regulations • Organisational Values considered during the PDR, complimented by departmental notices displaying visions and achievements. "ESPO Matters" contains information for all staff. • Embedded 'Whistleblowing' procedures.	• Further improve staff awareness of the various codes of conduct, customer care standards, Anti F&C Policy, Whistleblowing , Bribery and Officer and Member Protocol. • Refresh existing Anti F&C Policy, Strategy and Procedures

PRINCIPLE D: Taking informed and transparent decisions which are subject to effective scrutiny and managing risk

Under this principle, there is a requirement of ESPO to:

- Be rigorous and transparent about how decisions are taken and listening and acting on the outcome of constructive scrutiny;
- Have good-quality information, advice and support to ensure that services are delivered effectively and are what the stakeholder wants / needs;
- Ensure that an effective risk management system is in place;

.

Description of Governance Mechanisms – *Evidence and documents that demonstrate compliance / good practice*	**Assurances received**	**Weaknesses identified:** *Areas for improvement*
• Finance and Audit Subcommittee • Internal Audit function • Decision making protocols / records of decisions and supporting materials • Members' and officers' code of conduct • Terms of reference and membership • Training for committee members including information needs to support decision making • Calendar of dates for submitting, publishing and distributing timely reports • Approved Risk Strategy/Policy • Effective counter fraud arrangements • Legal advice provided by officers	• Finance and Audit Subcommittee receive reports on the revenue budget and capital programme and performance reports in relation to targets and commitments and action plans arising from inspection and assessment reports. • Internal Audit Service annual plan of audits provide assurance that the governance, risk management and internal control systems of ESPO are operating effectively. • Terms of References for Committees and decision making protocols have been approved by Management Committee and are detailed in the draft Constitution - records of decisions, with supporting materials available through the Principal Committee Officer • ESPO's risk management framework recently aligned with local government best practice – providing assurance to senior management, Members and public that ESPO is mitigating the risks of not achieving key priorities. • Members of the Management Committee actively engage and take interest in risk management, including detailed scrutiny of the Corporate Risk Register. • Monitoring of reports to ensure propriety of decision making and that legal advice is included where necessary and appropriate. • External audit assurance from PWC • Chief Officer Group assurance	

PRINCIPLE E: Developing the capacity and capability of members and officers to be effective

Under this principle, there is a requirement of ESPO to:

- Make sure that members and officers have the skills, knowledge, experience and resources they need to perform well in their roles;
- Develop the capability of people with governance responsibilities and evaluating their performance, as individuals and as a group.
- Encourage new talent for membership of the organisation so that best use can be made of individuals' skills and resources in balancing continuity and renewal.

Description of Governance Mechanisms – *Evidence and documents that demonstrate compliance / good practice*	**Assurances received**	**Weaknesses identified:** *Areas for improvement*
• Induction programme • Officer training and development plans • Availability and communication of activities • Performance reviews of officers • Workforce Planning • Member training and development	• Induction available to all managers and staff. • Corporate Performance and Development Review (PDR) system in place to appraise the performance of all staff with completion rates monitored and reported. Managers at all grades assessed against behaviours which underpin the management competency framework • Performance management and reporting systems in place at various levels, allowing outcomes to be cascaded and linked to individual development plans. • Member meetings with Director on quarterly basis. Also Members are invited to ESPO to review the business and meet officers. • Liaison Committee meetings	• Workforce planning for relevant posts • Improved access to L&D activities for all stakeholders

PRINCIPLE F: Engaging with stakeholders to ensure robust public accountability

Under this principle, there is a requirement of ESPO to:

- Exercise Chairmanship through a robust scrutiny function which effectively engages all local institutional stakeholders, including partnerships, and develops constructive accountability relationships;
- Take an active and planned approach to dialogue with and accountability to the public to ensure effective and appropriate service;
- Make best use of human resources by taking an active and planned approach to meet responsibility to staff.

Description of Governance Mechanisms – *Evidence and documents that demonstrate compliance / good practice*	**Assurances received**	**Weaknesses identified:** *Areas for improvement*
• Database of stakeholders • Annual report • Communication Strategy • Annual financial statements • Decision making and key documents • Freedom of Information Act publication scheme • ESPO Website • Best practice standards in recruitment and staff terms and conditions	• Full public annual report providing information on outcomes and achievements . • ESPO recognise the importance to consult, involve and listen to stakeholders so that the organisation can be improved and future plans made. • Communication strategy based on a brand survey. • The Account Statements set out the published statement of accounts of the Organisation year on year. The accounts have been produced in line with the various regulations that govern local organisation accounting. • Agendas, non-exempt reports (including medium term financial and business strategies and other key policies) and minutes of the meetings of the Management Committee and Finance and Audit Subcommittee are publically available via the Servicing Authority's website. • Freedom of Information (FOI) and Environmental Information Regulations Policy underpin the key principles of the Information Management Strategy in that ESPO embraces a culture that is open, accessible and accountable, aiming to publish as much information as possible. FOI practices are in place to enable ESPO to meet obligations and aid understanding of public interests. • ESPO website is frequently used as a medium to inform and engage with the stakeholders and updates on the homepage direct users to key information. • Recruitment undertaken in accordance with policy and procedures.	• Improvements to Intranet to ensure stakeholder awareness on all relevant issues.

3. REVIEW OF EFFECTIVENESS

ESPO has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework including the system of internal control. The review of effectiveness is informed by the work of the senior managers within ESPO who have responsibility for the development and maintenance of the governance environment, the Head of Internal Audit Service's annual report, and also by comments made by the external auditors and other review agencies and inspectorates.

The CIPFA Governance Framework details the key sources of typical systems and processes that an organisation can adopt to ensure it has an effective system of internal control. Using this guidance ESPO can provide assurance that it has effective governance arrangements, which have been established through the following:

Code of Corporate Governance

The Director has a duty to monitor and review the operation of the Code of Corporate Governance and as part of this process the Director ensures an annual assessment of the Organisation's compliance with the Code of Corporate Governance is undertaken.

Internal Audit Service

Background

During the financial year 2013-14, Leicestershire County Council Internal Audit Service (LCCIAS) provided internal audit service to ESPO.

The Public Sector Internal Audit Standards (the PSIAS – the Standards) were introduced from April 2013. Whilst not yet fully conforming to the full requirements of the Standards (due to not yet having a formal Charter and Quality Assurance & Improvement Programme (QAIP)), LCCIAS has adopted the principles of the Standards. Development and approval of a Charter and QAIP are contained as key improvement areas for 2014-15.

The PSIAS require an annual internal audit plan to be developed using a risk based approach. For 2013-14, the ESPO plan was aligned to the contents of corporate and department risk registers and governance self-assessments to ensure current and emerging risks were adequately covered. The plan also allows for specific audits of the key financial systems (including IT controls) which the External Auditor uses to form their opinion that there has not been material misstatement in the financial accounts.

Internal Audit Service reports may contain recommendations for improvements. The number, type and importance of recommendations affects how the auditor reaches an opinion on the level of assurance that can be given that controls are suitably designed and applied effectively, and that material risks will likely not arise. The combined sum of individual audit opinions and other assurances gained, allows the Head of Internal Audit Service (HoIAS) to meet another PSIAS requirement to form the annual internal audit opinion on the overall adequacy and effectiveness of the Council's governance, risk and control framework (i.e. the control environment).

Governance related internal audit work

An opinion on whether good governance principles have been applied is based on the results of audits of AGS; elements of key ICT controls; fraud management; budget management; MTFS;

attendance management; risk management and the role of the servicing authority. Recommendations were relatively minor and where they related to governance, it was to strengthen it, i.e. not to have to establish it.

The HoIAS attends Finance and Audit Subcommittee and appropriate Management Committee meetings to present audit plans and reports, which enables him to gauge ESPO Member governance at first hand. The HoIAS has regular discussions with the ESPO Director and Assistant Director (Finance), the Consortium Treasurer (and where required the Consortium Secretary) on governance issues and related aspects of audits.

Based on the above, the HoIAS has concluded that nothing of such significance, adverse nature or character has come to his attention, and as such reasonable assurance is given that ESPO's governance arrangements are robust.

Risk management related internal audit work

The majority of audits planned and conducted were 'risk based' i.e. ensuring that ESPO management identifies, evaluates and manages risk to achieving its objectives i.e. ensuring controls are in place to reduce risk exposure. A specific audit of the ESPO risk management framework (corporate risk register) proved there were further improvements and good elements of risk management, although further embedding at operational level would strengthen arrangements. Recommendations have been implemented and a further follow up audit will take place before the end of the 2014-15 financial year to evaluate progress.

The HoIAS provides the External Auditor with an opinion on ESPO management of fraud risk. This was followed up with the specific audit of counter fraud arrangements with some minor recommendations.

A previous year's High Importance recommendation relating to business continuity was tested and confirmed as implemented.

Based on the above the HoIAS concluded that ESPO has acknowledged there is scope to continue improving its risk management framework. Additionally, management has agreed to implement all internal audit recommendations which further mitigate risk, therefore reasonable assurance is given that risk is managed.

Financial (and ICT) Controls related internal audit work

A number of financial system audits were undertaken on ESPO's general ledger activities and other operational financial systems including, payroll and stock management.

No findings were of such seriousness as to suggest a fundamental weakness in a main financial system.

Previous year's High Importance recommendations relating to rebates income processes were tested and confirmed as implemented.

Based on the above, the HoIAS has concluded that reasonable assurance can be given that the operation and management of the core financial systems of ESPO are of a sufficient standard to provide for the proper administration of its financial affairs.

Risk management arrangements

Governance of Risk

ESPO's Code of Corporate Governance sets out a requirement to ensure that an effective risk management system is in place. In order for risk management to be most effective and become an enabling tool, ESPO must ensure a robust, consistent, communicated and formalised process is established. The refresh of the framework aims to ensure that links to Departmental Risk Registers are strengthened, thereby ultimately improving the flow of risk information throughout the Organisation. This revision also included a refresh of the Corporate Risk Register and Risk Management Policy and Strategy – these along with supporting documentation, form an integrated framework that supports the ESPO in the effective management of risk.

The new structure will enhance the effectiveness of the current approach to managing risks by developing and applying a more quantitative approach to decision making processes throughout ESPO. In implementing a management of risk system, ESPO seeks to provide assurance to all our stakeholders that the identification, evaluation and management of risk play a key role in the delivery of our strategy and related objectives.

External Audit

ESPO's external auditors PricewaterhouseCoopers (PWC) gave detailed findings from their planned audit work of ESPO, to those charged with governance through:

Report to those charged with Governance

Under International Auditing Standards, external auditors are required to report to those charged with governance on the significant findings from their audit before giving their audit opinion, the purpose of which is to highlight any significant matters. The report concluded that no significant audit and accounting issues were identified and that there were no material deficiencies in internal control, leading to an overall unqualified opinion.

Audit opinion for the 2012/13 Statement of Accounts, incorporating value for money conclusion

The audit involves obtaining evidence about the amounts and disclosures in the statement of accounts sufficient to give reasonable assurance that the statement of accounts is free from material misstatement, whether caused by fraud or error. For 2012/13, ESPO's statement of accounts presented a true and fair view, in accordance with the relevant codes and regulation.

ESPO's Constitution includes Standing Financial Instructions, Contract Procedure Rules and Schemes of Delegation. These translate into key operational internal controls such as: control of access to systems, offices and assets; segregation of duties; reconciliation of records and accounts; decisions and transactions authorised by nominated officers; and production of suitable financial and operational management information. These controls demonstrate governance structures in place throughout the Organisation which contribute to the production of the Annual Statement of Accounts and positive opinion presented by our external auditors.

ESPO is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance, and to regularly review the adequacy and effectiveness of these arrangements. Having regard to the guidance on the specified criteria by the Audit Commission, external auditors are satisfied that, in all significant respects, ESPO put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2013.

Organisational Governance and Performance Framework

The Senior Management Team and Management Committee receives a quarterly Balanced Scorecard, which includes information relating to:
- Audit and risk management;
- Information issues;
- Procurement;
- Employee related information;

Annual Governance Assurance Statements

The annual review of effectiveness requires the sources of assurance, which ESPO relies on, to be brought together and reviewed from both a department and corporate view.

To ensure this Annual Governance Statement presents an accurate picture of governance arrangements currently in place, senior managers were required to complete a 'Governance Self Assessment', which provided details of the measures in place within their area to ensure compliance (or otherwise) with ESPO's Code of Corporate Governance. Where specific 'areas of improvement' were identified, these have been incorporated into an action plan for management to discuss and prioritise during the course of the next financial year.

In order to assist the HoIAS' opinion on the adequacy and effectiveness of the Organisation's governance arrangements, sample checking of the returns and supporting evidence was conducted. This included:
- Discussion on how the self-assessment was conducted, co-ordinated, discussed and signed;
- Follow up with an Assistant Director and a senior manager to confirm their involvement;
- Selecting areas across the range of the six core principles to test if there was sufficient evidence to support the response;

The Role of the Chief Financial Officer (CFO)

CIPFA has issued the *CIPFA Statement on the Role of the Chief Financial Officer in Local Government (2010).* The statement sets out five principles that define the core activities and behaviours that belong to the role of the CFO and the governance requirements needed to support them. The CFO of ESPO is also the CFO of LCC.

The Role of the Head of Internal Audit

CIPFA has issued the *CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations (2010).* The statement sets out five principles that define the core activities and behaviours that belong to the role of the head of internal audit and the organisational requirements needed to support them. The Head of the Internal Audit Service for ESPO is also the Head of the Internal Audit Service for LCC.

ESPO's internal audit arrangements conform to the governance requirements of the *CIPFA Statement on the Role of the Head of Internal Audit in Public Service Organisations (2010).* The HoIAS works with key members of the Senior Management Team to give advice and promote good governance throughout the organisation. The HoIAS attends the Finance and Audit Subcommittee and the Management Committee as and when required. The HoIAS also leads and directs the Internal Audit Service so that it makes a full contribution to and meets the needs of the Organisation and external stakeholders, escalating any concerns and giving assurance on ESPO's control environment. The HoIAS has completed an assurance statement, providing evidence against core activities and responsibilities which strengthen governance, risk management and internal control across the Organisation.

We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the above, and that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework. The areas already addressed and those to be specifically addressed with new actions planned are outlined below.

4. GOVERNANCE ISSUES

This review of effectiveness has been informed by both Internal and External Audit and the conclusion of the review is that ESPO's overall financial management and corporate governance arrangements during 2013/14 were sound.

Progress on issues previously identified:

The table below describes the governance issues identified during 2012/13 and the progress made against this during 2013/14. These are not considered material governance issues:

Key Improvement Area	Update on position	Carry forward for 2014/15	Lead Officer
<u>Complaints</u> Review complaints arrangements to ensure lessons learned flow through to department action plans.	Completed	No	Director
<u>Benchmarking</u> Enhance benchmarking against other organisations by including cost base efficiency as well as competitive pricing.	Competitive pricing review carried out. Benchmarked Transport costs as part of review.	No	Director
<u>Value for Money</u> Improve VFM measures throughout the individual departments to ensure all stakeholders receive the best value for money service.	Progress made but an ongoing commitment	Yes	Director
<u>Constitution and Partnership Agreement</u> Finalise agreement to Constitution and Partnership Agreement with individual Members.	Expected to be finalised in June 2014	Yes	Monitoring Officer
<u>Scheme of Delegation</u> Improve scheme of delegation down to lower levels of management.	Implemented August 2013	No	AD Finance
<u>Internal Communication</u> Improve staff awareness of the various codes of conduct, customer care standards, Anti F&C Policy, Whistleblowing, Bribery and Officer and Member Protocol.	Policies on the intranet though issue of staff awareness still a concern	Yes	Director

<u>Anti Fraud & Corruption</u> ESPO assesses itself against the Audit Commission's Protecting the Public Purse' (PPP) and the National Fraud Authority (NFA) Counter Fraud checklist to increase understanding of fraud exposure and direct potential improvements. Refreshing and aligning ESPO's existing policy, strategy and procedures to guidance within the NFA Fighting Fraud Locally, Local Government Fraud Strategy, will enhance arrangements to create fraud awareness and further emphasise ESPO's zero tolerance towards fraud.	Policies on the intranet though issue of staff awareness can be further improved	Yes	Director
<u>Risk Management</u> Improve risk management awareness throughout the organisation and continue to embed risk management at operational level.	Updated Risk strategy. Internal audit recommendations implemented. More regular and detailed SMT reviews	No	AD Finance
<u>Succession Planning</u> There is a lack of succession planning for key posts. A review of key roles and responsibilities will be undertaken	New SMT in place though in some area's succession planning continues to be important	Yes	Director
<u>FOI requests</u> Improve handling of FOI requests such that a more robust procedure is in place.	Process reviewed and now compliant.	No	Director
<u>Stakeholder Database</u> Prepare database to ensure all areas of public accountability is properly administered.	Completed	No	Director
<u>Improve links to LCC website for Committee papers and minutes.</u> Development and maintaining of ESPO website to establish a direct link to the LCC website to ensure that relevant Committee papers and minutes can be accessed and viewed	Completed	No	AD Finance

Whilst the review of effectiveness concluded ESPO's overall financial management and corporate governance arrangements during 2013/14 are sound, the assurance gathering process identified key corporate areas of improvement. Implementing actions to address these will ensure that identified weaknesses within ESPO's current control environment will be strengthened, and further enhance our overall governance arrangements.

The table below describes identified areas for improvements during the review period 2013/14 to carry forward for monitoring within 2014/15.

Key Improvement Area	Lead Officer	Deadline
Constitution and Partnership Agreement Finalise agreement to Constitution and Partnership Agreement with individual Members.	Monitoring Officer	June 2014
Internal Communication Improve staff awareness of the various codes conduct and other important issues by updating and developing the Intranet	Director	September 2014
Anti Fraud & Corruption Update all Anti-Fraud and Corruption policies in conjunction with LCC, ensuring specific ESPO concerns are addressed.	Director	September 2014
Learning and Development Improved access to L&D activities for all stakeholders	Director	December 2014
Succession Planning Workforce Planning for Key posts.	Director	December 2014
Internal Audit Charter & QAIP Develop and gain members approval to both a Charter & QAIP	HoIAS & Consortium Treasurer	December 2014

5. CERTIFICATION

To the best of our knowledge, the governance arrangements, as defined above have been effectively operating during the year with the exception of those areas identified in Section 4. We propose over the coming year to take steps to address the above matters to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

John Doherty
Director

Councillor J Reynolds
Chairman, ESPO Management Committee

Agenda Item 6

ESPO MANAGEMENT COMMITTEE – 25 SEPTEMBER 2014

DIRECTOR'S PROGRESS UPDATE

Purpose of Report

1. The purpose of this report is to update members of the actions and progress made since the last ESPO Management Committee meeting held on 26 June 2014.

Overall Financial Performance

2. Overall financial performance for the three months to August 2014 can be summarised as:

   - Sales to August at £37.6m are behind budget of £40.9m principally down to lower Gas sales which are weather dependant (see table below);
   - Rebate income is £1.5m compared to a budget of £1.4m and is tracking comparably with the prior year, indicating a continued engagement in ESPO's procurement solutions;
   - Overall surplus for the year to date is £0.86m compared to a budget of £0.89m.

3. Key figures underlying the total sales to August 2014 are as follows:

		YEAR TO DATE		
		ACTUAL £m	BUDGET £m	PRIOR YEAR £m
SALES				
	STORES	19.990	19.733	19.433
	DIRECT	7.854	7.403	8.049
	GAS	7.510	11.456	9.741
	CATALOGUE ADVERTISING	0.732	0.847	0.839
	REBATE INCOME	1.492	1.392	1.500
	MISCELLANEOUS INCOME	0.040	0.077	0.100
TOTAL SALES		37.618	40.908	39.662

Balanced Scorecard

4. The balanced scorecard is attached as Appendix 1.

External Activities and Developments

PBOs, Pro5 members and beyond

5. The marketplace for procurement solutions and the provision of stationery and education consumables continues to evolve. I continually scan the market place for developments and emerging trends. As part of this process, it is becoming clear that there is an increasing presence of alternative business models in our marketplace, ranging from private sector provision and council-run businesses to limited company offshoots of other PBOs (YPO being a recent example). These changes may feature as external influences in the next strategy update.

6. As well as differing operating models, these are increasingly organised to deliver differing levels of shareholder funds, or member surplus. This will be a further consideration as part of the next MTFS update.

7. As previously reported, ESPO has invited all Senior Officer Group members to training sessions without charge being held 16 September, 14 October, 18 November and 11 December. These are on the interpretation and benefit realisation from the forthcoming new EU procurement directive. The offer has been well received with a total of 35 members attending across the four sessions, representing Cambridgeshire County Council, Leicestershire County Council, Lincolnshire County Council, Peterborough City Council and Warwickshire County Council.

8. ESPO has been working with the Senor Officers' Group (SOG) to progress a member-wide spend analytics programme which will enable members to focus efforts on the areas for the highest potential savings. Contingent on sufficient member interest, ESPO would commit £15k to the development of Lincolnshire's LCAT spend analytics tool, which will allow SME data mapping not currently available through the existing system. Leicestershire, Warwickshire, Cambridge City and Lincolnshire have expressed their interest with Norfolk considering its participation. ESPO officers have drafted a data sharing agreement for signature by participating authorities.

9. I have met with Crown Commercial Services (CCS) to explore procurement and commercial opportunities and to review progress on ongoing collaboration.

10. On 10 July 2014, a Police Category Open Day took place at ESPO to further inform developments in the market and encourage broader usage of ESPO solutions, focussing primarily on frameworks.

11. ESPO led a Pro5 Directors' Meeting on 23 June 2014. Discussions centred on the response to the National Procurement Strategy, and the Select Committee hearing. This has led to planning a session inviting a broader collection of Public Sector procurement organisations to consider the challenges from the

Select Committee. This will make it more sensible to consider ‘place’ from a procurement perspective.

ESPO Internal Developments

Member Liaison

12. I continue to meet members on a quarterly basis to discuss key themes which are arising and any items pertinent to members’ specific needs. We discussed the logistics review which has since been accepted by Management Committee. We further discussed the next MTFS iteration for ESPO.

People Plan

13. The people plan is informed by the staff survey which last year highlighted issues related to the following:

- Communication
- Reward and recognition
- Investment in resources
- Leadership and team management & Learning and development
- ESPO brand

14. Significant inroads have been made into addressing these. The 2014 staff survey was issued to ESPO staff in August and should further inform us of progress made and further challenges to be considered.

15. To address space constraints particularly evident during peak and the catalogue production period, ESPO has asked Leicestershire County Council’s Corporate Property Steering Group to assess the opportunity to take on a three-year lease of ninety square metres of office space which has become available across from ESPO’s building. This has been discussed informally with members and officers prior to this report. Members will be asked to support this proposal.

Audit Reports

16. Internal audit carried out a Budget Management audit reported in Q1 to confirm that there is a sound framework for the control of the budget. There were no issues to escalate.

17. On 28 July 2014, ESPO had an external VAT audit following its submission of a £250k repayment claim following the March VAT quarter. The verbal feedback from the inspector was positive and we expect the repayment to be made shortly. This was the third HMRC audit visit in the last two years, the others being for VAT and the Climate Change Levy. No audits revealed issues; our procedures are good.

Sales & Marketing

Website and IT

18. The new ESPO website was launched in August 2014, after overcoming minor bugs in the customer registration process. The site is now much more user focussed (rather than ‘corporate’), and highlights a number of new features including the procurement work plan. Comparing it to the same period last year, it has attracted over 20% more individual users and over 60% more page views. Our most visited pages are the home page, frameworks, search feature, catalogue and registration with the most visited frameworks being banking and consultancy.

Campaigns, activities and newsletters

19. ESPO has been proactive in the Government’s Universal Free School Meals initiative. Working closely with the ‘Lead Association for Catering in Education’ (LACA) and key suppliers, a three-month campaign has been promoting ESPO’s Catalogue and Catering frameworks, offering solutions to a wide range of requirements from food and beverage products, cashless payment, solutions to furniture and school dining rooms. Our marketing and roadshows have proven to be successful, driving sales and enquiries from schools across the UK.

20. To focus on the next phase of Universal Free School Meals, a new food and catering brochure was developed featuring ESPO’s catering and food frameworks. Commencing 8 September 2014, the brochure is being launched to 20k academies and schools through nine LACA roadshows across the UK.

21. A new ESPO Essentials catalogue featuring our Top 800 value product lines was launched in September 2014 as part of our ‘Back to School’ campaign. This heavily features ESPO Smart Buy products and introduce a brand new category of Tea and Coffee products. Focus is on low prices, good value and top selling lines.

22. As part of the refreshed PR strategy, ESPO undertook a strategic piece of procurement research with the Chartered Institute of Purchasing & Supply (CIPS) members. Survey results will be used to create three key themes that can be pitched to procurement, public sector, and local government press. We may also be following on from the survey with a number of other activities such as a roundtable and whitepaper which would give ESPO the chance to investigate these topics in greater detail.

23. A Customer Survey is planned for October, to obtain school and corporate customer feedback. Topics are likely to include delivery, customer service, product range, frameworks and pricing and will begin to re-examine ESPO’s current Customer Service proposition, delivery promises, product range and what is important for our customers.

24. Category Development Plans from Product Managers will be finalised by the end of September, which will give a greater focus on category growth, revenue, product development and supplier funding and feed into ESPO’s 2015/16 catalogue.

ESPO Risk and Governance Update

Annual Review of Organisational Approach to Risk Management

25. Further to the discussion at the May COG, an updated risk policy and risk register were presented as a paper to the June 2014 Management Committee. Outcomes of this are noted in the Finance & Audit Subcommittee minutes. A review of ESPO risk is to be arranged for autumn 2014 at which COG members will be invited to contribute towards further shaping the ESPO risk strategy. We will attempt to align this with the next COG meeting on 27 October 2014.

Pre-Procurement Panel Referrals

26. There have been no items referred to the Senior Management Team in this quarter.

Partnership Agreement/Leicester City Exit Update

27. I am pleased to report that both the deed of exit for Leicester City Council to leave the Consortium (backdated to 31 May 2014) and Partnership Agreement for the remaining six Authorities and have both now been signed and agreed by all parties, dated 14 July 2014.

Servicing Authority Service Level Agreement (SLA)

28. Now that the Consortium Agreement has been finalised, the SLA with Leicestershire CC for the provision of those services as set out in the agreement has been revised. In the spirit of transparency, this will form the basis of an annual report to the Finance & Audit Subcommittee.

29. The Consortium Agreement also allows for the servicing authority to provide ancillary support services ‘as may be agreed by the Management Committee ensuring the most cost effective approach for the Member Authorities’. As part of the internal fleet review, a significant saving of £46k has been identified arising from the transfer of the fleet maintenance contract to LCC.

30. This change in the vehicle maintenance contract to LCC is in keeping with the direction provided by VOSA last year, whereby the ESPO fleet is to be governed and managed under the supervision of the Operator’s License held by LCC. This change was updated under separate cover directly to members at the start of September.

Efficiency projects

31. The balanced scorecard for 2014/15 measures progress on key strategic projects. For 2013/14, the balanced scorecard monitored progress against a list of 46 projects. I was invited by the chairman to provide an update of these projects.

32. These were a mixture of strategic and operational projects of various sizes. Thirty-two of those projects were implemented.

In the warehouse:

- Upgrade of lighting in four areas
- Evaluation of stores (electronic picking)
- Evaluation of the stock replenishment system
- Improved fuel management through SAFED driver training
- Evaluation of agency driver use
- Reduction in vehicle damage costs
- Improvement in fleet quality through better maintenance
- Improvement in stock forecast and demand management
- Review of Christmas closure
- Review of default customer delivery in main areas

In the offices:

- Upgrade of lighting
- Increase in electronic ordering
- Increase in electronic invoicing of catalogue products
- Maximisation of 14-day cash discounts
- Standardisation of procurement documentation and processes
- Launch of an e-tendering system
- Development of a Members' portal
- Centralisation of the Contracts section
- Update of website content and subsequent redevelopment
- Solution for document storage
- Facility to provide e-Auctions

Throughout the business:

- Implementation of a 'Go Green' environmental initiative
- Provision of a secure bicycle shelter
- Monthly meetings of the extended Senior Management Team
- Implementation of Performance and Development Reviews (PDR)
- Review of personnel function and adherence to sickness management processes
- Implementation of online recruitment

33. Of the fourteen remaining projects, three were aspirational and are not currently being pursued including the installation of photovoltaic roofing, alternate power usage, and waste water collection. Two projects were considered not to be viable or only able to be implemented in part including the use of returnable cartons and improvement of Consys (the contracts database). Six projects are ongoing at an operational level and include risk and business continuity, the update and redevelopment of the ESPO intranet, the improvement of rebate and fee income monitoring through ISYS, implementation of a Staff Suggestion Scheme, the quality of stores' packing, and review of the expediting function to improve stock replenishment.

34. Two strategic projects, the Customer Relationship Management system (CRM) and the replacement of the GEMS energy platform, have come forward onto the 2014/15 projects.

35. All of the above projects contributed to the better than budget surplus delivered in 2013-14, which included an allowance for efficiencies, and will provide ongoing benefits in the years ahead.

Resources Implications

36. The proposal to take on a three-year lease of ninety-two square metres of office space carries a cost of £15k per annum for the three-year period of the lease. The estimate of other costs such as maintenance, service and rates is estimated at circa £10k per annum.

Recommendation

37. Members are asked to:-

a) note the contents of the report; and

b) agree in principle to the short-term lease of office accommodation (detailed in paragraphs 15 and 36 above) and to authorise the Director to enter into a lease agreement for a period of three years accordingly.

Officer to Contact

John Doherty, Director
J.Doherty@espo.org, 0116 265 7931

Appendices

Appendix 1: Balanced scorecard

This page is intentionally left blank

Warehouse

	latest figure	target
Orders in Full	94.49%	98.00%
Order Lines On Time	96.51%	98.00%
Stock Availability	96.67%	98.00%

Finance

	latest figure	target
Growth in stores turnover	-5.0%	5.0%
Employee costs as % sales (stores)	11.8%	11.2%
Year to Date Surplus £m	0.1	0.1

Sales and Marketing

	latest figure	target
New customers	308	250
Rebates v Budget £k	653	520
Stores Catalogue Margin % Oncost	33.9%	32.5%
Supplier Funding £k	727	771
Directs Sales v Budget YTD £k	3,974	4,059
Store Sales v Budget YTD £k	10,115	10,669

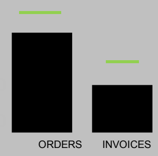
A= All S= Stores D= Directs E=Energy & Fuels
F= Frameworks C= Consultancy M= Major Projects

Procurement and Commissioning

	latest figure £k	target
Customer Feedback Forms	3.46	2.4
% of challenges against percentage of completed procurements	0%	10%
E-tendering usage versus paper tendering usage as a percentage	22%	0%
% of ESPO national procurements renewed on time	N/A	90%

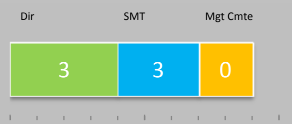
Efficiency

	latest figure	target
Proportion of		
E-orders	17.4%	20.0%
E-invoices	9.5%	10.0%
Value of Web Orders £m	1.58	1.00



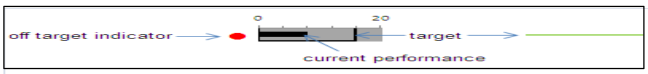
Audit and Risk

	latest figure	target
Rebate Audits completed	1	1
Residual Risk Reporting : Risk Score > 10		
Hi Recommendations Outstanding	0	0



Workforce

	latest figure	target
Sickness absence rates (days per FTE)	#N/A	7.5
Staff Turnover	5%	10%



This page is intentionally left blank

By virtue of paragraph(s) 3, 10 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank