

Smarter Buying



ANNUAL REPORT

Statement of Accounts
and Annual Governance Statement
2011/2012



TWENTY **11** | TWENTY **12**
April 2011 | March 2012

www.espo.org

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DIRECTOR'S ANNUAL REPORT 2011/12

INTRODUCTION

The combined value of Stores sales, Direct Orders, Period contracts (frameworks) and contracts placed on behalf of specific customers (Commissioning) totalled just over £1,083m for the year 2011/12, an increase of £537m on 2010/11. This is not only the largest increase ever in ESPO's thirty year history, it is also the first time the billion pound mark has been reached and breached; an excellent result to achieve during a difficult economic climate.

Stores business for 2011/12 showed a turnover of £37.5m an increase of 1.36% and as in 2010/11 largely consists of increased sales to Non-Member customers. In total these other users increased turnover to £20.1m from £18m in 2010/11 an increase of 11.4%.

Direct Orders, those orders placed by the organisation on behalf of customers, have been heavily impacted by the reduction in direct vehicle orders of £23m.

Period Contracts, which are mainly call off framework contracts, increased substantially to £521m from £335m in 2010/11. This is principally due to MSTAR and other temporary staffing contracts.

Contracts placed by our two Strategic Procurement and Commissioning buying groups for "one off" projects exceeded £488m, an increase from £113m in 2010/11. The key driver was the EMBC Broadband Network Contract which is a 10 year contract with a total value of £300m.

TRADING RESULTS

The chart below provides a detailed analysis of the value of contracts placed compared to the previous year.

Value of Contracts Placed 2011/12

	Stores		Direct Orders		Period Contracts		Strategic	
	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12
	£000s	£000s	£000s	£000s	£000s	£000s	£000s	£000s
CAMBRIDGESHIRE	2,641	2,385	1,790	1,528	24,888	23,495	7,460	750
LEICESTER CITY	2,542	2,337	3,040	1,203	43,050	39,740	2,590	40,870
LEICESTERSHIRE	2,986	2,833	1,980	2,076	52,871	49,542	21,006	45,710
LINCOLNSHIRE	3,123	2,684	1,089	1,141	18,615	19,389	490	30,000
NORFOLK	3,933	3,732	4,103	2,168	46,811	43,086	32,219	1,104
PETERBOROUGH CITY	900	788	383	420	7,417	7,801	0	0
WARWICKSHIRE	2,457	2,310	1,450	1,077	18,473	16,522	5,688	26,740
DISTRICT COUNCILS	0	0	0	0	0	0	0	0
Cambridgeshire	90	89	974	288	5,516	7,869	22,620	100,500
Leicestershire	78	70	864	589	6,516	8,187	0	0
Lincolnshire	130	114	557	1,473	5,350	8,672	0	0
Norfolk	72	64	848	33	7,219	9,003	0	5,700
Warwickshire	28	25	153	25	2,783	4,604	0	0
Other Users	18,039	20,093	42,667	24,524	96,266	301,395	21,260	236,790
TOTAL EXPENDITURE	37,019	37,524	59,898	36,545	335,775	521,141	113,333	488,164
% Variance	8.31	1.36	16.48	-38.99	-2.14	55.21	-8.70	330.73

The following chart details the same statistics but provides a clearer picture of the total trading position under the four main methods of procurement within our Member and Non-Member Authorities:

		Contract Value		Variance
		2010/11	2011/12	
		£000s	£000s	%
Cambridgeshire	Stores	2,641	2,385	-9.69
	Directs	1,790	1,528	-14.64
	Period Contracts	24,888	23,495	-5.60
	Strategic/Consultancy	7,460	750	-89.95
	Total	36,779	28,158	-23.44
Leicester City	Stores	2,542	2,337	-8.06
	Directs	3,040	1,203	-60.43
	Period Contracts	43,050	39,740	-7.69
	Strategic/Consultancy	2590	40,870	1477.99
	Total	51,222	84,150	64.28
Leicestershire	Stores	2,986	2,833	-5.12
	Directs	1,980	2,076	4.85
	Period Contracts	52,871	49,542	-6.30
	Strategic/Consultancy	21,006	45,710	117.60
	Total	78,843	100,161	27.04
Lincolnshire	Stores	3,123	2,684	-14.06
	Directs	1,089	1,141	4.78
	Period Contracts	18,615	19,389	4.16
	Strategic/Consultancy	490	30,000	6022.45
	Total	23,317	53,214	128.22
Norfolk	Stores	3,933	3,732	-5.11
	Directs	4,103	2,168	-47.16
	Period Contracts	46,811	43,086	-7.96
	Strategic/Consultancy	32,219	1,104	-96.57
	Total	87,066	50,090	-42.47
Peterborough	Stores	900	788	-12.44
	Directs	383	420	9.66
	Period Contracts	7,417	7,801	5.18
	Strategic/Consultancy	0	0	0.00
	Total	8,700	9,009	3.55
Warwickshire	Stores	2,457	2,310	-5.98
	Directs	1,450	1,077	-25.72
	Period Contracts	18,473	16,522	-10.56
	Strategic/Consultancy	5688	26,740	370.11
	Total	28,068	46,649	66.20
	Sub-Total Member Authorities	313,995	283,231	18.29
Districts & Others	Total	232,030	711,943	206.83
	Grand Total	546,025	1,083,374	98.42

Stores

Stores sales of just over £37.5m, an increase of 1.80% on last year, continue to reflect a difficult economic climate.

The growth in Stores sales over the last ten years is illustrated in the following chart:



% Growth 6.5% 2.9% 6.1% 4.72% 13.04% 3.8% 2.86% 8.0% 8.31% 3.84% 1.8%

Stores Prices

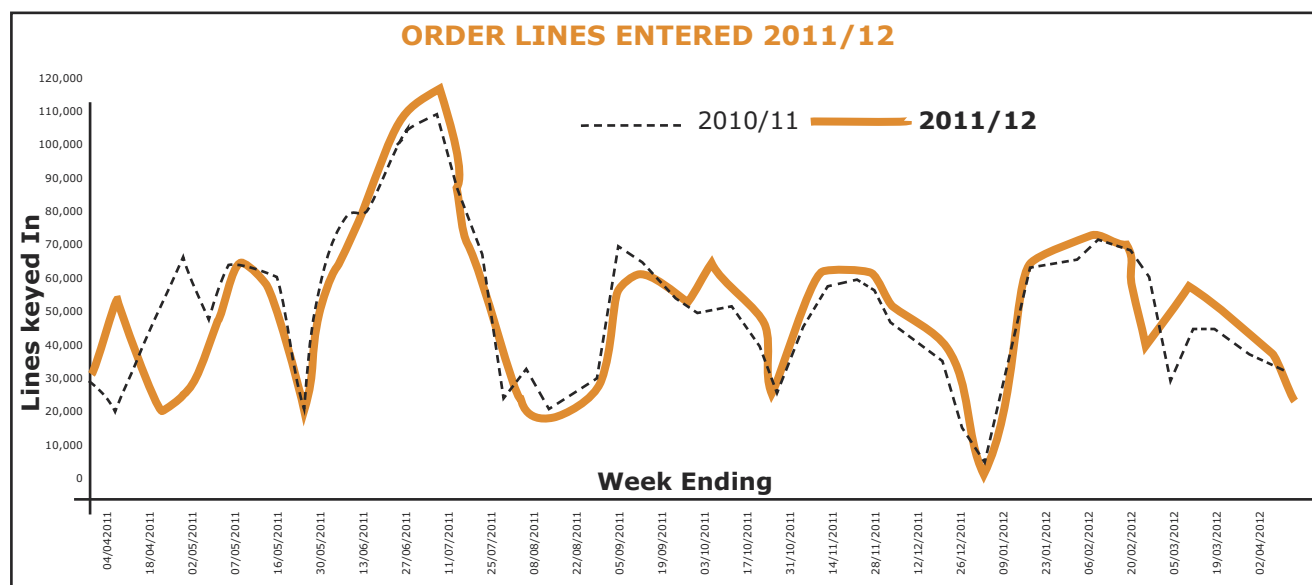
The chart below illustrates the price inflation for items held within Stores since 2001/02. The increase of 3.10% for 2011/12 is due mainly to paper price increases.

01/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
2.15%	-2.02%	-1.23%	-0.35%	-0.18%	0.95%	1.66%	0.75%	4.6%	2.34%	3.10%

Service Levels to Customers (Stock Availability)

ESPO consistently exceeded its target of 98% for stock availability throughout 2011/12. During the summer 'peak' of orders received from schools, the percentage availability dropped to 95% for one week and then recovered to 98% plus over the next four weeks. We had a further drop to 96% for a week in December due to significant demand for salt supplies during inclement weather.

The graph below denotes the Stores order input figure (volume not value) for 2011/12, which reflects the usual peaks and troughs, a feature of schools' ordering pattern.



Direct Orders

As previously mentioned in the Introduction above, sales via Direct Orders decreased substantially in 2011/12 due to the reduction in commercial vehicle orders.

Period Contracts

There were no significant variances in period contracts across the membership. However, the use by Non-Member authorities of the MSTAR and temporary staffing contracts reflects a significant part of the increase for 2011/12 from £96m to more than £301m.

Commissioning/Consultancy

In total twenty six strategic projects were completed in 2011/12 compared with twenty five in 2010/11. The value of these contracts was £488m, an increase of 330% on the previous year. The key driver for this increase was the EMBC Broadband Network Contract – a 10 year contract with a total value of £300m. However even if this contract was excluded as a one off, there would still have been an increase in turnover.

1. Renewal of the East Midlands Broadband Consortium, providing a public sector network to all East Midlands authorities, with a total contract value of over £300m.
2. A series of contracts let on behalf of Cambridge City Council to facilitate the development of approximately 200 units of affordable housing, valued at some £25m, over a four year period.
3. A four year national framework for catering services, to meet the requirements of all UK public sector bodies, including schools.
4. A seven year contract for vehicle maintenance for Leicester City Council with a value of £10.7m.
5. A four year collaborative contract for integrated drug and alcohol treatment services let on behalf of Warwickshire County Council and Coventry City Council, valued at £8.3m per annum.

There are currently fifty three projects representing work in progress (including framework renewals).

Annual Expenditure per 1000 Head of Population

The chart below shows the annual expenditure per 1000 head of population for ESPO's seven Member Authorities for the year:

Annual Expenditure per 1000 Head of Population

Member Authority	Population	Central Stores		Direct Orders		Period Contracts		Strategic Procurement and Commissioning	
		2010/11	2011/12	2010/11	2011/12	2010/11	2011/12	2010/11	2011/12
		£	£	£	£	£	£	£	£
Cambridgeshire	552,655	4,779	4,316	3,239	2,765	45,034	37,085	13,498	1,357
Leicester City	279,923	9,081	8,349	10,860	4,298	153,792	141,968	9,253	146,004
Leicestershire	609,579	4,898	4,647	3,248	3,406	86,734	81,272	34,460	74,986
Lincolnshire	646,646	4,830	4,151	1,684	1,764	28,787	29,984	758	46,393
Norfolk	796,733	4,936	4,684	5,150	2,721	58,754	54,078	40,439	1,386
Peterborough	156,060	5,767	5,049	2,454	2,691	47,527	49,987	0	0
Warwickshire	505,885	4,857	4,566	2,866	2,129	36,516	29,694	11,244	52,858

(Population based on 2001 Census)

Marketing Activity

The DfE initiative 'The Importance of Phonics' was contained in the Education White Paper 'The Importance of Teaching' of November 2010 and the DfE commissioned ESPO to deliver a national solution for the benefit of every Key Stage One (KS1) primary school in England.

ESPO managed the entire programme on behalf of Pro5 which included two national market engagements for Phonics Products and Training providers; the outcome was published and promoted through a DfE-supported Phonics catalogue which was issued to every KS1 primary school in England during October 2011.

ESPO Account Managers have actively promoted the Phonics catalogue and the matched funding which has resulted in a large number of new customers on a national level.

In addition we have also developed and created a dedicated website and brochure for Academies and those schools that are considering Academy status. The website contains an interactive forum that enables customers to ask questions and share best practice with other Academies. www.espoacademies.org

A further development primarily for the Education Sector has been the introduction of Procurement Healthchecks whereby ESPO offers a review of a customer's current purchasing arrangements for goods and services and compares them with ESPO's own framework arrangements; this has identified thousands of pounds in savings for individual schools and is a key part of our support to the Education Sector.

This year we have attended various events, exhibitions and conferences which are detailed below; these are a mix of local regional and national events and continue to be part of the annual marketing plan for the organisation. Among those events we attended were:

Primary Heads Conference	Leicestershire
MSTAR Workshops	Birmingham, Leicester
EXPO Ed	Cambridgeshire
Meet the Buyer	Lincolnshire
Headteachers Conference	Norfolk
Meet the Buyer	Norfolk
Trade Fair	Newport – Wales
Care Exhibition	Stoke on Trent
School Business Managers Conference	Northamptonshire
NASBM Conference	National (Hinckley)
Phonics Conference	Leicestershire
Bursars Conference	Peterborough
Procurex Conference	Birmingham
SOPO*	London
Open for Business Conference	Norfolk
Maths Inset Day	Swansea – Wales

* Society of Procurement Officers in Local Government

Significant Matters

During 2011/12 ESPO experienced significant change in relation to the development of its warehouse operation. This is ongoing and members have been made aware of changes on a regular basis and will continue to be kept informed.

Leicestershire County Council also introduced revised terms and conditions for all employees. This is expected to result in a more harmonised approach to how ESPO employees are recognised within the Leicestershire County Council environment, in its capacity as ESPO's servicing authority.

In the latter part of 2012/13 ESPO will see the arrival of a new Director to take forward the evolving business strategy already beginning to be finalised and implemented within the organisation. There will be a handover period between the departure of the Interim Director and the new Director to ensure continuity of service.

Staffing

In reporting another successful year ESPO also recognises that this has only been possible by the continued effort and goodwill of ESPO's staff.

During 2011/12 the following staff achieved 25 years' service with ESPO: Bobby Barratt, Lila Mistry, Steve Porter, Colin Truscott, Ray Vardy, Liz Winkless and Jane Woodham.

I would also like to thank all those who retired during 2011/12 and wish them well. This includes Kate Bennett, David Harrison, Mike Kendall and Jacquie Kerry.

This year, in order to give a more accurate reflection of our staffing establishment we have changed the way we demonstrate our staffing profile as shown below, which is based on an average full time equivalent.

AVERAGE STAFFING ANALYSIS

	2010/11	2011/12
WAREHOUSE		
Supervisors	5.8	5.0
Office	11.8	11.0
Goods in	16.0	13.3
Selection	84.4	76.5
Goods Out	13.1	14.9
Drivers	46.0	47.1
Housekeepers	7.3	7.5
Total Stores	184.4	175.3
PURCHASING		
Directs	6.0	6.0
Food	5.9	5.9
Contracts	7.1	6.4
Furniture	5.9	5.4
Hardware	11.1	10.3
Stationery	9.3	9.0
Car Leasing	3.0	3.0
Highways	7.0	7.0
Energy	9.4	8.9
Training	4.2	5.4
Information Communications Technology	4.3	4.8
Strategic	10.5	9.9
Major Projects	6.0	5.6
Procurement Support	1.1	1.0
Total Purchasing	90.6	88.5
INDIRECT		
Management	5.8	5.3
Finance	23.6	23.6
Marketing	21.1	22.9
Customer Service	18.9	19.6
Information Technology (Internal)	5.0	5.0
Human Resources	3.6	2.0
Corporate Support	0.9	4.2
Total Indirect	79.0	82.6
Total Staffing (Avg FTE)	354.1	346.4

ESPO STATEMENT OF ACCOUNTS 2011/12

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 2012 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 purchase, contracting and supplies service for member authorities and other public bodies mainly within the Midlands and East of England regions 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 surpluses which do accrue are 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 2011/12

Despite the difficult trading circumstances predicted last year these have not significantly affected ESPO results for this year. The growth in the use of products and services that was achieved over the last two years has been maintained. ESPO's extensive and varied customer base has enabled it to manage the effects of the economic recession and of tighter financial restrictions on local authorities. This has been achieved by increasing our turnover with authorities adjoining our core member region.

The use of our products and services by member authorities and by other customers, as measured by the value of their combined procurement activities, amounted to £1,083m in 2011/12. A more detailed commercial assessment of these activities during this financial year is contained within the ESPO Annual Report for 2011/12 which is presented annually to the ESPO Management Committee.

The statutory accounts reflect the results of authorities' procurement activities through the value of invoiced sales which this year were reduced by 0.2% to achieve a total of £86.3m. This reduction in turnover solely reflects lower energy prices. Turnover on core sales of Stores products remains strong and has recorded an increase in the year of 1.8%. Some of the inflationary increases from suppliers have been absorbed and as a result the Stores margin was reduced by £0.19m. Income from Central Purchasing activities has decreased by 1.2% mainly as a result of the one off accounting adjustment reflected in 2010/11 for rebates of £0.7m.

ESPO continues to develop fresh initiatives to support member authorities. It is adopting an innovative approach to engaging with potential customers at an early stage in the contracting process and is extending its collaborative contracting arrangements under the name of "Pro5" together with other similar local authority purchasing organisations. The benefits of this approach are reflected in the Central Purchasing income. The combined spending power of this group of activities has resulted in price and service benefits to our member authorities and to other customers.

A tight control has been maintained over spending both on staff and operating expenses, but there have been inflationary increases in distribution costs. Employee costs fell by £0.1m compared with 2010/11. This control of expenditure has resulted in a Net Surplus in the Management Accounts (as shown in Note 23 to this Statement of Accounts) of £2.7m.

These results have enabled ESPO to establish additional reserves of £0.7m that have strengthened the organisation's ability to meet future demands, to fund improvements to operational efficiencies and anticipated organisation changes.

A revaluation of the Grove Park premises at the end of the year has resulted in a increased valuation of £0.6m which has reversed the decrease reported in 2010/11 of £0.6m.

Future Prospects

In order to mitigate possible adverse effects of local authority spending restrictions on future sales volumes, promotion of catalogue products and contract services to non-member authorities continues across the midlands and other selected regions. To assist with further growth in general catalogue sales and offer competitive prices to customers, there has been a reduction in the mark up on selected products. This has been supported by a cost reduction/efficiency improvement programme.

ESPO's Accounts

The following accounting statements represent the Eastern Shires Purchasing Organisation's accounts for the 2011/12 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 object 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 authority.

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 2012 of all functions for which ESPO is responsible.

The consortium recovers operating costs by the addition of an oncost within the prices charged to customers and by retrospective rebates from suppliers. For dividend allocation purposes, this account is further analysed between "Stores" and "Central Purchasing". The former relates to general consumable products which are supplied from stocks held by ESPO at its warehouse. Central Purchasing 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 authority at 31 March 2012 and its income and expenditure for the year ended 31 March 2012.

Date of Authorisation:

The accounts were authorised for issue 30 June 2012 by D. Summersgill. This was the last date when events after the balance sheet date have been considered.



D. Summersgill
Interim Director of ESPO

Date: 27/09/2012



B Roberts
Consortium Treasurer

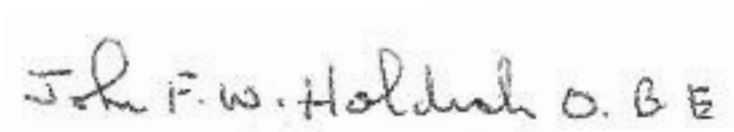
Date: 27/09/2012

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 27 September 2012.

A handwritten signature in black ink, reading "John F. W. Holdich O. B. E." The signature is written in a cursive style with some capital letters.

Councillor J Holdich
Chairman, ESPO Management Committee

Date: 27/09/2012

The Consortium Treasurer's Responsibilities

The Consortium Treasurer (Director of Corporate Resources of Leicestershire County Council) is the Chief Financial Officer for ESPO and 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 2011/12.

In preparing this Statement of Accounts for the year ended 31 March 2012, 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 SORP.

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.

Movement in Reserves Statement **For the years ended 31st March 2011 and 2012**

	General Fund Balance	Earmarked Projects Reserves	Earmarked Repairs & Renewals Reserve	Earmarked Property Maintenance Reserve	Earmarked Pay Harmonisation	Earmarked Legal Claim	Strategic Review Implementation	Total usable Reserves	Unusable Reserves	Total Authority Reserves	Note:
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Balance at 31st March 2010 Carried Forward	1,893	269	1,324	192	0	0	0	3,678	1,134	4,812	
<u>Movement in Reserves during 2009-10</u>											
Surplus on provision of services	2,513							2,513		2,513	
Other Comprehensive Income and Expenditure (Deficit on revaluation of property)									(511)	(511)	
Total Comprehensive Income and Expenditure	2,513							2,513	(511)	2,002	
Adjustments between accounting basis & funding basis under regulations	35	(84)	(219)					(268)	268	0	6
Net Increase/Decrease before Transfers to Earmarked Reserves	2,548	(84)	(219)					2,245	(243)	2,002	
Transfers to/from Earmarked Reserves	(2,304)	440	448	(4)	520	500	400	0		0	7
Increase/Decrease in 2010/11	244	356	229	(4)	520	500	400	2,245	(243)	2,002	
Balance at 31st March 2011 Carried Forward	2,137	625	1,553	188	520	500	400	5,923	891	6,814	
<u>Movement in Reserves during 2011/12</u>											
Surplus or (Deficit) on provision of services	1,101							1,101		1,101	
Other Comprehensive Income and Expenditure (Surplus on revaluation of property)									585	585	
Total Comprehensive Income and Expenditure	1,101							1,101	585	1,686	
Adjustments between accounting basis & funding basis under regulations	(24)	(127)	(274)					(425)	425	0	6
Net Increase/Decrease before Transfers to Earmarked Reserves	1,077	(127)	(274)					676	1,010	1,686	
Transfers to/from Earmarked Reserves	(642)	(272)	485	429				0		0	7
Increase/Decrease in 2011/12	435	(399)	211	429	0	0	0	676	1,010	1,686	
Balance at 31st March 2012 Carried Forward	2,572	226	1,764	617	520	500	400	6,599	1,901	8,500	

Comprehensive Income and Expenditure Statement For the year ended 31 March 2012

2010/11				2011/12			Note:
Gross Expenditure	Gross Income	Net (Income) Expenditure		Gross Expenditure	Gross Income	Net (Income) Expenditure	
£000	£000	£000		£000	£000	£000	
27,982	(38,691)	(10,709)	Central Stores	28,639	(39,157)	(10,518)	
40,468	(47,777)	(7,309)	Other Customer & Client Receipts	39,979	(47,186)	(7,207)	
68,450	(86,468)	(18,018)	Total	68,618	(86,343)	(17,725)	
9,206		9,206	Employees	9,121		9,121	24
158		158	Other Employee Expenses	213		213	30
579		579	Premises	565		565	
1,319		1,319	Transport	1,430		1,430	
1,370		1,370	Equipment	1,699		1,699	
298		298	Office Expenses	354		354	
1,046		1,046	Other Expenses	949		949	
100		100	Support Service Charges	146		146	
82,526	(86,468)	(3,942)	Net Cost of Services	83,095	(86,343)	(3,248)	
974	(6)	968	Other Operating expenditure	1,731	(9)	1,722	8
466	(5)	461	Financing and Investment Income & expenditure	446	(21)	425	9
83,966	(86,479)	(2,513)	Surplus or Deficit on Provision of Services	85,272	(86,373)	(1,101)	
		511	Surplus or deficit on revaluation of Property, Plant and Equipment assets			(585)	10
		511	Other Comprehensive Income and Expenditure			(585)	
		(2,002)	Total Comprehensive Income and Expenditure			(1,686)	

Balance Sheet
For the year ended 31st March 2012

	31 March 2011	31 March 2012	Note:
	£000	£000	
Property, Plant & Equipment:	10,863	11,232	10
Intangible Assets:	123	274	11
Long Term Assets	10,986	11,506	
Inventories:			
Central Stores Stocks	4,435	4,441	13
Short Term Debtors:	7,219	10,279	12,14
Cash and Cash Equivalents	4,984	7,229	26,32
Current Assets	16,638	21,949	15
Short Term Borrowing	(757)	(761)	
Short Term Creditors	(8,029)	(9,283)	12,16 26
Other Current Liabilities	(2,320)	(5,478)	
Current Liabilities	(11,110)	(15,816)	
Long Term Borrowing	(9,500)	(9000)	12,32
Other Long Term Liabilities	(200)	(139)	
Long Term Liabilities	(9,700)	(9,139)	
Net Assets	6,814	8,500	
Usable Reserves	5,923	6,599	17
Unusable Reserves	891	1,901	18
Total Reserves	6,814	8,500	

The notes on pages 17 to 50 form part of the Statement of Accounts.

Cash Flow Statement
For the year ended 31 March 2012

2010/11		2011/12	Note
£000		£000	
(2,513)	Net (Surplus) or deficit on the provision of services	(1,101)	
(1,662)	Adjustments on provision of services for non-cash movements	(2,305)	19
(456)	Adjustments for items included in the net surplus on the provision of services that are Investing and Financing activities	(416)	19
461	Net cash flows adjustments to operating activities	425	20
(4,170)	Total net cash flow from operating activities	(3,397)	
381	Investing Activities	527	21
607	Financing Activities	625	22
(3,182)	Net (increase) or decrease in cash and cash equivalents	(2,245)	
1,802	Cash or cash equivalents at the beginning of the reporting period	4,984	15
4,984	Cash or cash equivalents at the end of the reporting period	7,229	15

Notes to the Accounts

1. Accounting Policies

a. Introduction

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. General Principles

The Statement of Accounts summarises ESPO's transactions for the 2011/12 financial year and its position at the year end of 31 March 2012. ESPO is required to prepare an annual Statement of Accounts by the Accounts and Audit Regulations 2003 (updated 2012), 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 2011/12 and the Service Reporting Code of Practice 2011/12, 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 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 attributable to the service

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 eg 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 Authority 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 2011/12 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 to member authorities, other local authorities and customers.

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 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 annually 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 2011/12 accounts is based on a certificate issued by the Council's Head of Property Services Division as at 31 March 2012. 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 – a percentage of the value of each class of assets 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 adopted

The adoption of amendments to IFRS 7 Financial Instruments: Disclosures (issued October) 2010 by the Code will result in a change in accounting policy that requires disclosure. The amendments are intended to assist the users of financial statements to evaluate the risks on the organisation's financial position. Relevant circumstances would arise where the organisation retains ownership of a financial asset but contracts to reassign or otherwise pay over the cash flows generated by the instrument, at the same time as retaining substantially all the risks and rewards of ownership. ESPO holds no such instruments.

The Code also introduced a change in accounting policy in relation to the treatment of heritage assets. ESPO holds no such assets.

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 has been subject to a revaluation as at 31 March 2012 by the Property Department of Leicestershire County Council (the organisation's servicing authority). The resulting increase in the fair value of £585,000) is reflected in the financial statements.

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

The Statement of Accounts contains estimated figures that are based on 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 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 estimate

The items in the organisation's Balance Sheet at 31 March 2012 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 live 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 £1,200 for every year that useful lives had to be reduced.
Debtors	At 31 March 2012, ESPO had a balance of sales ledger debtors of £9.0 million. A review of overdue debts has identified that an impairment doubtful debts of £145,000 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 £90,000 to be set aside as an allowance.

Item	Uncertainty	Effect if Actual Results Differ from Assumptions
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 2012 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 £140,000. 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 2012/13, the resulting reduction in stock write down would be £14,000.
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 by the Consortium Treasurer on 27 September 2012. 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 2012, the figures in the financial statements and notes have been adjusted in all material respects to reflect the impact of this information. The following significant post balance sheet events have occurred.

- The outcome of a legal claim against the organisation for a breach of contract was established by court order on 23 April 2012. The result was for both sides to abandon the litigation and for neither side to pursue any claim against the other. An earmarked reserve was established in 2010/11 to provide for the potential legal costs of defending this claim and this reserve is in line with the costs incurred.
- The Staff Bonus Scheme was under review regarding its appropriateness to a local authority organisation. The scheme was applicable to all staff and was dependent on the achievement of independently determined annual performance targets. An earmarked reserve for pay harmonisation was established in 2010/11 to provide for the potential cost of buying out the scheme. A full and final collective agreement was reached and final payment was made in May 2012. The cost of the collective agreement was within the reserve set aside for this purpose.

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 authority to meet future capital and revenue expenditure.

2011/12	Usable Reserves								Movement in Unusable Reserves
	General Fund Balance	Earmarked Projects Reserves	Earmarked Repairs & Renewals Reserve	Earmarked Property Maintenance Reserve	Earmarked pay Harmonisation	Earmarked Legal Claim	Strategic Review Implementation	Total Movement in Usable Reserves	
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:									
<u>Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:</u>									
Charges for depreciation and impairment of non current assets	550							550	(550)
Amortisation of intangible assets	51							51	(51)
Proceeds of sales of non current assets as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	79							79	(79)
Gain/loss on disposal of non current assets	(9)							(9)	9
<u>Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:</u>									
Statutory provision for financing of capital investment (Grove Park)	(500)							(500)	500
Statutory provision for financing leased capital investment	(116)							(116)	116
Use of General Fund to finance new capital expenditure	(74)							(74)	74
Adjustments involving the Earmarked Reserves:									
Use of reserves to finance new capital expenditure		(127)	(274)					(401)	401
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)							(5)	5
Total Adjustments	(24)	(127)	(274)	-	-	-	-	(425)	425

2010/11 comparative figures	Usable Reserves							Movement in Unusable Reserves
	General Fund Balance	Earmarked Projects Reserves	Earmarked Repairs & Renewals Reserve	Earmarked Property Maintenance Reserve	Earmarked pay Harmonisation	Earmarked Legal Claim	Strategic Review Implementation	
	£000	£000	£000	£000	£000	£000	£000	£000
Adjustments primarily involving the Capital Adjustment Account:								
<u>Reversal of items debited or credited to the Comprehensive Income and Expenditure Statement:</u>								
Charges for depreciation and impairment of non current assets	595						595	(595)
Amortisation of intangible assets	36						36	(36)
Proceeds of sales of non current assets as part of the gain/loss on disposal to the Comprehensive Income and Expenditure Statement	74						74	(74)
Gain/loss on disposal of non current assets	(6)						(6)	6
<u>Insertion of items not debited or credited to the Comprehensive Income and Expenditure Statement:</u>								
Statutory provision for financing of capital investment (Grove Park)	(500)						(500)	500
Statutory provision for financing leased capital investment	(98)						(98)	98
Use of General Fund to finance new capital expenditure	(55)						(55)	55
Adjustments involving the Earmarked Reserves:								
Use of reserves to finance new capital expenditure		(84)	(219)				(303)	303
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	(11)						(11)	11
Total Adjustments	35	(84)	(219)	-	-	-	(268)	268

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 2011/12.

2011/12	Balance at 1 April 2011	Transfers in 2011/12	Capital Transfers out 2011/12	Revenue Transfers out 2011/12	Balance at 31 March 2012
	£000	£000	£000	£000	£000
Earmarked Projects Reserve	625	100	(499)		226
Earmarked Repairs and Renewals Reserve	1,553	522	(311)		1,764
Earmarked Property Maintenance Reserve	188	435	(6)		617
Earmarked Pay Harmonisation	520				520
Earmarked Legal Claim	500				500
Strategic Review Implementation	400				400
Total	3,786	1,057	(816)		4,027

2010/11 Comparative Figures:	Balance at 1 April 2010	Transfers in 2010/11	Capital Transfers out 2010/11	Revenue Transfers out 2010/11	Balance at 31 March 2011
	£000	£000	£000	£000	£000
Earmarked Projects Reserve	269	451	(84)	(11)	625
Earmarked Repairs and Renewals Reserve	1,324	448	(219)		1,553
Earmarked Property Maintenance Reserve	192	25			188
Earmarked Pay Harmonisation		520			520
Earmarked Legal Claim		500			500
Strategic Review Implementation		400			400
Total	1,785	2,344	(303)	(11)	3,786

8. Other Operating Expenditure

2010/11 £000		2011/12 £000
974	Dividend payable to member authorities	1,731
(6)	Gains/losses on disposal of non current assets	(9)
968	Total	1,722

9. Financing and Investment Income and Expenditure

2010/11 £000		2011/12 £000
466	Interest payable and similar charges	446
(5)	Interest receivable and other similar income	(21)
461	Total	425

10. Property, Plant and Equipment*Movements in Balances*Movements in 2011/12

	Land and Buildings	Vehicles, Plant and Equipment	Total Property, Plant and Equipment
Cost or Valuation	£000	£000	£000
At 1 April 2011	9,500	3,359	12,859
Additions		404	404
Revaluation Increase/(decrease) recognised in the Revaluation Reserve	7		7
Revaluation Increase/(decrease) recognised in the Capital Adjustment Account	493		493
Derecognition – disposals		(326)	(326)
At 31 March 2012	10,000	3,437	13,437
Accumulated Depreciation and Impairment			
At 1 April 2011	0	(1,996)	(1,996)
Depreciation charge	(85)	(466)	(550)
Impairment losses/(reversals) recognised in the Capital Adjustment Account	85		85
Derecognition – disposals		257	257
At 31 March 2012	0	(2,205)	(2,205)
Net Book Value:			
At 31 March 2012	10,000	1,232	11,232
At 31 March 2011	9,500	1,363	10,863

Restated Comparative Movements in 2010/11:

	Land and Buildings	Vehicles, Plant and Equipment	Total Property, Plant and Equipment
Cost or Valuation:	£000	£000	£000
At 1 April 2010 (Restated)	10,100	3,274	13,374
Additions		378	378
Revaluation decrease recognised in the Revaluation Reserve	(2)		(2)
Revaluation decrease recognised in Capital Adjustment Account	(598)		(598)
Derecognition – disposals		(293)	(293)
At 31 March 2011	9,500	3,359	12,859
Accumulated Depreciation and Impairment:			
At 1 April 2010	0	(1,714)	(1,714)
Depreciation charge	(89)	(506)	(595)
Impairment losses recognised in the Revaluation Reserve	89		89
Derecognition – disposals		224	224
At 31 March 2011	0	(1,996)	(1,996)
Net Book Value:			
At 31 March 2011	9,500	1,363	10,863
At 31 March 2010 (Restated)	10,100	1,560	11,660

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 2012, there were no contractual commitments in 2011/12 for the acquisition of tangible or intangible assets.

Revaluations:

ESPO undertakes an annual revaluation programme to ensure that the value of the premises at Grove Park, Enderby is correctly measured at fair value. The valuation was carried out in accordance with the methodologies and bases for estimation set out in the professional standards of the Royal Institute of Chartered Surveyors.

	Land and Buildings	Vehicles, Plant and Equipment	Total Property, Plant and Equipment
Carried at historical cost	£000 0	£000 3,437	£000 3,437
Valued at fair value at 31 March 2012	10,000		10,000
Total Cost or Valuation	10,000	3,437	13,437

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 £51,354 charged to revenue in 2011/12 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:

	31/03/2011 Purchased Software £000	31/03/2012 Purchased Software £000
Balance at start of year:		
• Gross carrying amount	248	325
• Accumulated amortisation	(166)	(202)
Net carrying amount at start of year	82	123
Additions – Purchases.	77	202
Amortisation for the period	(36)	(51)
Net carrying amount at end of year	123	274
Comprising:		
• Gross carrying amount	325	527
• Accumulated amortisation	(202)	(253)
	123	274

12. Financial Instruments

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

	Long-Term		Current	
	31 March 2011	31 March 2012	31 March 2011	31 March 2012
	£000	£000	£000	£000
Loans and Receivables: Financial assets carried at contract amounts including Cash and Cash Equivalents			12,203	17,508
Total Debtors			12,203	17,508
Borrowings: Financial Liabilities at amortised cost	9,500	9,000	761	1,055
Total Borrowings	9,500	9,000	761	1,055
Other Long Term Liabilities: Finance Lease liabilities	139			200
Total other long term liabilities	139			200
Other Short Term financial Liabilities: Financial liabilities carried at contract amounts			9,937	13,203
Total Short term Liabilities			9,937	13,203

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:

	2010/11		2011/12	
	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	(451)		(429)	
Bank interest payable on leased assets loans	(15)		(17)	
Bank and short term investment interest receivable		5		21
Net gain/(loss) for the year	(446)	5	(466)	21

Fair Values of assets and Liabilities

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 2012 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 2011		31 March 2012	
	Carry Amount £000	Fair Value £000	Carry Amount £000	Fair Value £000
Financial Liabilities – Premises loan from Leicestershire County Council	10,175	10,056	9,667	10,656
Other Long-term creditors	223	223	156	156

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.

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:

	2010/11	2011/12
	£000	£000
Balance outstanding at start of year	4,488	4,435
Purchases	27,929	28,728
Recognised as an expense in the year	(27,746)	(28,543)
Written off balances	(236)	(179)
Balance outstanding at year end	4,435	4,441

14.Short-Term Debtors

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

31 March 2011		31 March 2012
£000		£000
917	<u>Current Debtors</u>	
6,388	Reserved Debtors	1,448
0	Sundry Debtors	8,976
(86)	Tax Debtor	0
	Less provision for bad debts	(145)
7,219	Total	10,279
(294)	<u>Analysis of Bad debts Provision</u>	
(36)	Opening Balance as at 1 April	(86)
244	I & E Charge for the Year	(85)
	Less Bad Debts Written off	26
(86)	Closing Balance as at 31 March	(145)

15.Cash and Cash Equivalents

31 March 2011		31 March 2012
£000		£000
1	Cash held by ESPO	1
366	Bank current accounts	1,088
4,617	Bank short-term deposit account	6,140
4,984	Total Cash and Cash Equivalents	7,229

16.Short-Term Creditors and Other Current Liabilities

31 March 2011		31 March 2012
£000		£000
261	Supplier balances:	
5,224	• Other local authorities	305
2,413	• Other entities and individuals:	6,004
412	Reserved creditors and suspense accounts	4,048
1,764	Taxes and duties	636
275	Member authority dividends	3,496
	Payroll deductions	272
10,349	Total	14,761

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 2012 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, Vehicle/Equipment and Stores 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 determined by Members was set at 2.5% 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) Vehicles/Equipment:

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) Stores 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) Legal Claim:

This reserve provides funding for the organisation's anticipated legal costs in defending a claim in respect of the termination of a design and marketing agreement.

(vii) 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 2011		31 March 2012
£000		£000
0	Revaluation Reserve	7
990	Capital Adjustment Account	1,988
(99)	Accumulated Absences Account	(94)
891	Total	1,901

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.

Balance at 1 April

Difference between the fair value depreciation and historical cost depreciation:

Impairment losses on Property, Plant and Equipment

Balance at 31 March

2010/11	2011/12
£000	£000
2	0
0	7
(2)	0
0	7

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

2010/11	Capital Adjustment Account	2011/12	
£000		£000	
1,242	Balance at 1 April Reversal of items relating to capital expenditure debited or credited to the Comprehensive Income and Expenditure Statement:		990
(595)	• Charges for depreciation and impairment of non current assets	(551)	
(509)	• Net Revaluation gains and (Impairment losses) on Property, Plant and Equipment	577	
(36)	• Amortisation of intangible assets	(51)	
	• Revenue expenditure funded from capital under statute		
(68)	• 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	(69)	
(1,208)	Net written out of the cost of non-current assets consumed in the year Capital financing applied in the year:	(94)	
84	• Use of Major Project Earmarked Reserve to finance new capital expenditure	127	
219	• Use of the Repairs and Renewals Earmarked Reserve to finance new capital expenditure	274	
598	• Statutory provision for the financing of capital investment charged against the General Fund	617	
55	• Capital Expenditure charged against the General Fund	74	
956		1,092	
990	Balance at 31 March		1,988

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.

2010/11 £000		2011/12 £000	
(110)	Balance at 1 April		(99)
110	Settlement or cancellation of accrual made at the end of the preceding year	99	
(99)	Amounts accrued at the end of the current year	(94)	
11	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	
(99)	Balance at 31 March		(94)

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

2010/11 £000		2011/12 £000	
	Non cash Transactions:		
(632)	Depreciation of non-current assets	(602)	
11	Movement on short-term accumulating compensated absences adjustments	5	
(621)		(597)	
	Revenue items on an accruals basis:		
(53)	Increase/(decrease) in stocks	5	
(502)	Increase/(decrease) in debtors	3,060	
432	Decrease/(increase) in creditors	(2,737)	
40	Decrease/(increase) in tax creditor	(223)	
(958)	Decrease/(increase) in other current liabilities	(1,813)	
(1,041)			(1,708)
(1,662)	Total adjustment to net surplus on the provision of services for non-cash movements		(2,305)
	Adjustments for items included in the net surplus on the provision of services that are Investing and financing activities		
(461)	Interest payable (net)	(425)	
5	Surplus on disposal of non-current assets	9	
(456)			(416)

20.Cash Flow Statement – Adjustments to Operating Activities

The cash flows for operating activities include the following items:

2010/11 £000		2011/12 £000
(5)	Interest Received	(21)
466	Interest paid	446
0	Dividends paid	0
461	Net cash flows from operating activities	425

Note: The dividend declared for 2008/9 of £1.123m was paid to member authorities in 2009/10. The dividends for 2009/10, 2010/11 and 2011/12 have been declared but no payments have yet been made to member authorities.

21.Cash Flow Statement – Investing Activities

2010/11 £000		2011/12 £000
455	Purchase of Property, Plant and Equipment and intangible assets	606
(74)	Proceeds from the sale of property, plant and equipment and intangible assets.	(79)
381	Net cash flows from investing activities	527

22.Cash Flow Statement – Financing Activities

2010/11 £000		2011/12 £000
98	Cash payments for the reduction of outstanding finance lease liabilities	116
509	Repayment of short and long-term borrowing	509
607	Net cash flows from financing activities	625

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 Best Value Accounting Code of Practice. However, decisions about resource allocation in 2011/12 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:

2010/11				2011/12		
Stores	Central Purchasing	Total		Stores	Central Purchasing	Total
£000	£000	£000		£000	£000	£000
(38,712)	(47,831)	(86,543)	Sales Income	(39,182)	(47,256)	(86,438)
27,982	40,467	68,449	Cost of Sales	28,639	39,978	68,617
(10,730)	(7,364)	(18,094)	Gross Margin on Sales	(10,543)	(7,278)	(17,821)
			Service Expenditure:			
4,532	4,685	9,217	Employees	3,807	5,320	9,127
50	108	158	Other Employee Expenses	45	169	214
1,297	258	1,555	Premises	1,254	275	1,529
1,616	170	1,786	Transport	1,754	191	1,945
369	470	839	Equipment	434	530	964
41	264	305	Office Expenses	38	323	361
379	667	1,046	Other Expenses	351	521	872
73	27	100	Support Service Charges	121	25	146
700	(700)	0	Service Recharges	718	(718)	0
9,057	5,949	15,006	Total Expenditure	8,522	6,636	15,158
(1,673)	(1,415)	(3,088)	Net Surplus	(2,021)	(642)	(2,663)

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.

2010/11			2011/12		
Stores £000	Central Purchasing £000	Total £000	Stores £000	Central Purchasing £000	Total £000
(38,712)	(47,831)	(86,543)	(39,182)	(47,256)	(86,438)
0	5	5	0	21	21
21	53	74	25	54	79
(4)		(4)	(5)		(5)
(38,695)	(47,773)	(86,468)	(39,162)	(47,181)	(86,343)
37,039	46,416	83,455	37,161	46,614	83,775
(400)	(100)	(500)	(400)	(100)	(500)
0	(91)	(91)	0	(112)	(112)
0	(6)	(6)	0	(4)	(4)
(430)	(40)	(470)	(504)	(50)	(554)
(371)	(96)	(467)	(343)	(103)	(446)
(35)	0	(35)	(56)	0	(56)
(20)	0	(20)	(18)	0	(18)
486	145	631	500	101	601
13	(24)	(11)	(4)	(1)	(5)
40	0	40	414	0	414
36,322	46,204	82,526	36,750	46,345	83,095
(2,373)	(1,569)	(3,942)	(2,412)	(836)	(3,248)

Income as per ESPO Management Accounts

Interest receivable included under Sales Income
Disposals of non current assets included under Sales Income
Interest credited to Earmarked Funds

Gross Income as per the Comprehensive Income and Expenditure statement

Expenditure as per ESPO Management Accounts

Capital elements of the premises loan repayments included under Premises
Capital elements of the leased assets repayments included under Transport
Capital elements of the leased assets repayments included under Office Expenses
Amounts transferred to Earmarked, Repairs & Renewals and Maintenance Reserves for future capital expenditure included under Equipment
Interest payable included under Other Expenses
Non current assets purchases included under Transport
Non current assets purchases included under Equipment

Plus expenditure not included in Management Accounts. Included in the Comprehensive Income and Expenditure Statement:

Depreciation of non current assets and amortisation of intangible assets included under Equipment
Compensated absences included under Employees
Earmarked Reserves revenue expenditure included under equipment

Gross Expenditure as per the Comprehensive Income and Expenditure statement

Surplus on Net Cost of Services as per ESPO Statement of Accounts

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 2010/11 or in 2011/12 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:

Postholder Information (Post Title)	Salary (inc fees & allowances)	Bonuses	Benefits in Kind (e.g. Car Allowances)	Total Remuneration excluding pension contributions	Pension contributions	Total Remuneration including pension contributions
2011/12	£	£	£	£	£	£
Deputy Director	64,211	0	2,436	66,647	11,494	78,141
Assistant Director (Commodity)	71,694	0	2,372	74,066	12,833	86,899
Assistant Director (Finance)	62,732	0	2,674	65,406	10,160	75,566
Assistant Director (Operations)	62,907	0	2,591	65,498	11,712	77,210
	261,544	0	10,073	271,617	46,199	317,816

NOTE: In 2011/12 the Assistant Director (Finance) changed his hours from full-time to part-time to assist and complete the handover for a new Assistant Director (Finance) who commenced in February 2012. His salary for 2011-12 did not exceed £50,000 and therefore the above table reflects this.

2010/11 Comparatives						
Director	73,776	0	2,426	76,202	13,288	89,490
Deputy Director	78,356	3,066	3,019	84,441	17,314	101,755
Assistant Director (Commodity)	68,625	2,059	2,710	73,394	13,741	87,135
Assistant Director (Finance)	68,625	2,059	2,436	73,120	13,741	86,861
Assistant Director (Operations)	62,907	1,887	2,372	67,166	13,087	80,253
	352,289	9,071	12,963	374,323	71,171	445,494

ESPO had no exit packages in 2010/11 or 2011/12.

25. External Audit Costs

Eastern Shires Purchasing Organisation incurred the following audit fees:

	2010/11 £000	2011/12 £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.	26	24
An 8% rebate 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 2011/12 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 2011/12 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 £3.728m as at 31 March 2012 (£2.777 million as at 31 March 2011) 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:

<u>Analysis of Sundry Debtor Balances</u>	31 March 2011 £000	31 March 2012 £000
Member Authorities:		
Cambridgeshire County Council	285	371
Leicester City Council	375	474
Leicestershire County Council	590	713
Lincolnshire County Council	469	673
Norfolk County Council	555	789
Peterborough City Council	173	154
Warwickshire County Council	330	554
Total	2,777	3,728

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 £41.65m for 2011/12 (£42.23m for 2010/11). The following is a breakdown by individual member authority:

<u>Analysis of sales to member authorities</u>	2010/11	2011/12
	£000	£000
Member Authorities:		
Cambridgeshire County Council	5,816	5,813
Leicester City Council	6,154	4,460
Leicestershire County Council	7,231	7,548
Lincolnshire County Council	5,755	6,322
Norfolk County Council	9,395	9,496
Peterborough City Council	2,143	2,094
Warwickshire County Council	5,733	5,916
	42,227	41,649

Creditors:

Amount due to member authorities for services they provided to ESPO amounted to £0.31m as at 31 March 2012 (£0.35m at 31 March 2011) and are included within the value of 'Supplier Account Balances' as detailed in the Short-Term Creditors note to this Statement of Accounts.

<u>Analysis of Supplier Account Balances</u>	31 March 2011 £000	31 March 2012 £000
Member Authorities:		
Norfolk County Council	89	0
Warwickshire County Council	0	0
Leicestershire County Council	261	175
Leicester City Council	0	130
	350	305

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 £2.42m for 2011/12 (£1.19m for 2010/11). The following is a breakdown by individual member authority:

<u>Analysis of purchases from member authorities</u>	2010/11	2011/12
	£000	£000
Member Authorities:		
Cambridgeshire County Council	12	4
Leicester City Council	3	108
Leicestershire County Council	1,173	2,302
Lincolnshire County Council	0	0
Norfolk County Council	0	0
Peterborough City Council	0	0
Warwickshire County Council	4	8
	1,192	2,422

27. Capital Expenditure and Capital Financing

ESPO finances the purchase of routine replacement non current and intangible assets from the Vehicles and Equipment Renewals Reserve or the Stores 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:

2010/11			2011/12	
Intangibles	Vehicles & Equipment	Financed from Revenue Financed from Earmarked Reserves Financed from Vehicle & Equipment Reserves	Intangibles	Vehicles & Equipment
£000	£000		£000	£000
77	152 7		127	205
	219		198	76
77	378		325	281

Capital expenditure commitments

	31 March 2011	31 March 2012
	£000	£000
The organisation had no commitments during 2011/12 for the purchase of non current assets in the following financial year, 2012/13.	237	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 be 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 2011 £000		31 March 2012 £000
281	Vehicles, Plant and Equipment	272

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 2011 £000	31 March 2012 £000
Finance lease liabilities (net present value of minimum lease payments):		
• Current		
• Non current	286	301
Finance costs payable in future years	31	31
Minimum lease payments	317	332

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

	Minimum Lease Payments		Finance Lease Liabilities	
	31 March 2011	31 March 2012	31 March 2011	31 March 2012
	£000	£000	£000	£000
Not later than one year	102	179	86	162
Later than one year and not later than five years	215	153	200	139
	317	332	286	301

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:

	2010/11 £000	2011/12 £000
Not later than one year	7	7
Later than one year and not later than 5 years	9	10
Minimum lease payments	16	17

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

	2010/11	2011/12
	£000	£000
Minimum lease payments	11	10

29. Impairment Losses

During this financial year ESPO has recognised a Revaluation Gain of £585,000 in relation to its premises at Grove Park, Enderby. The premises have been valued on a fair value basis at £10.0m by the Property Services Department of Leicestershire County Council at 31 March 2012. A similar valuation was carried out at 31 March 2011 resulting in an Impairment loss of £511,000. The current gain and prior year loss is included within the Consolidated Income and Expenditure Statement. There has been no change of use during this period and the organisation continues to utilise the premises as its operational head quarters, 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 2010 identified that the funds assets were sufficient to meet approximately 80% of the liabilities accrued up to that date. An increase in common contribution rates from 16% to 20% of pensionable pay resulted from the actuarial valuation and applied from 1 April 2011.

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 2011/12 ESPO paid an employer's contribution of £1,035,303, (2010/11 - £1,031,169), into the Pension Fund, representing an average 16.6% 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 2011/12 these amounted to £10,376, (2010/11- £33,375), representing 0.2% of pensionable pay.

31. Contingent Liabilities

A claim was received in 2009/10 in respect of the termination of a design and marketing agreement. The validity of the claim was disputed and no Provision was created in the 2009/10 accounts. The claimant subsequently filed a claim with the High Court in London in April 2011. The organisation continued to dispute the claim and established a reserve of £500,000 in 2010/11 to cover for potential defence legal costs. This is included as an earmarked usable reserve in the Movement in Reserves Statement at 31 March 2012. The outcome of the legal claim was established by court order on 23 April 2012. The result was for both sides to abandon the litigation and for neither side to pursue any claim against the other. The legal costs of defending this claim is in line with the reserve.

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 2012 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 2012	Historical experience of default	Historical experience adjusted for market conditions at 31 March 2012	Estimated maximum exposure to default and un-collectability 31 March 2012	Estimated maximum exposure at 31 March 2011
	£000	%	%	£000	£000
Bank Deposits	1,088	0	0	0	0
Investments (see Note 15)	6,140	0	0	0	0
Customers	8,883	0.89%	1.77%	157.1	136.2
				157.1	136.2

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 £1.21m of the balance of £8.88m was overdue at 31 March 2012 and can be analysed as follows:

	31 March 2011 £000	31 March 2012 £000
Less than one month overdue	834	780
Between one and three months	201	225
More than three months overdue	292	214
	1,327	1,219

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

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 2011 £000	Total Long-Term Outstanding at 31 March 2012 £000
Lender:		
• Leicestershire County Council	9,500	9,000
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	5,000	4,500

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 £49,000. The effect of a 1% decrease would have the opposite effect.

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

Price Risk:

The organisation does not invest in equity shares and therefore has no exposure to gains or losses arising from movements in share prices.

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.

ANNUAL GOVERNANCE STATEMENT 2011/12

Scope of responsibility

Eastern Shires Purchasing Organisation (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 for facilitating the effective exercise of its functions which includes arrangements for the management of risk.

ESPO Management Committee approved and adopted a Consortium Agreement in April 1999 and a Consortium Code of Practice in April 2000. These contain the organisation's code of corporate governance and are consistent with the principles of the CIPFA/ SOLACE Framework Delivering Good Governance in Local Government. A copy of the Consortium Agreement and Code of Practice can be obtained from the Director at ESPO's offices in Enderby.

This statement explains how ESPO has complied with the code and also meets the requirements of regulations 4(2&3) of the Accounts and Audit (England) Regulations 2011 in relation to the publication of an annual governance statement that accompanies the annual statement of accounts.

The purpose of the governance framework

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

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 2012 and up to the date of approval of the annual report and statement of accounts.

The key elements of the systems and processes that comprise the organisation's governance arrangements are:

Governance framework

- ESPO is a local authority joint committee established by five county councils and two unitary authorities to operate as a consortium for the purchase of goods and services for their mutual benefit. The organisation has adopted a Consortium Agreement and Code of Practice which set out how the consortium operates, its purpose and objectives, how decisions are made and the procedures that are followed to ensure these are efficient, and accountable to member authorities.
- Policy and decision making is facilitated through the establishment of a Management Committee consisting of up to three elected councillors from each of the seven member authorities. Meetings are open to the public except where personal or confidential matters are being disclosed. The position of Committee Chairman is elected annually from committee members and rotates to a councillor from each member authority. The role of Consortium Secretary is undertaken by the Chief Executive of Leicestershire County Council, the organisation's servicing authority.

- The responsibility for the training, development and remuneration of elected councillors to the ESPO Management Committee rests with the individual authority that each councillor represents. ESPO makes no payments to members of the Management Committee. In order to assist committee members to understand ESPO, its policies, objectives and the services provided to member authorities, the organisation offers induction training for new members.
- The Management Committee has approved a scheme of delegated authority to the Director of ESPO for the operational management of the organisation. The Director is supported by a Deputy Director and by three Assistant Directors who represent the organisation's main functional divisions of Procurement, Operations and Finance and who together constitute the organisation's Senior Management Team (SMT). The SMT are responsible for the routine operational management of the organisation, for implementing the plans policies and projects approved by the Management Committee and for compliance with relevant legislation.
- Through reviews by external auditors, external agencies and internal auditors from Leicestershire County Council, ESPO constantly seeks ways of ensuring the economical, effective and efficient use of resources, and for securing continuous improvement in the provisions of its services having regard to a combination of competitive pricing, operational efficiency and service effectiveness as required to meet the needs of member authorities and other customers.
- The quality of its services is measured through annual independent customer satisfaction surveys, annual price benchmarking against competitor organisations, service user advisory panels, and performance KPIs. Use of the consortium's services is voluntary, it receives no grants or funding and it competes with commercial providers therefore the ultimate measure of customers' satisfaction is reflected in the use of its services as measured by turnover values.
- Services are delivered by trained, experienced and when required qualified people. Training for relevant professional qualifications is encouraged and financial assistance is provided. All new employees receive induction training which is tailored to the needs of their post. All posts have a detailed job description and for legal purposes all ESPO staff are employed by Leicestershire County Council on a rechargeable basis. ESPO adopts the employment policies, including policies relating to whistleblowing, fraud, dignity at work, bribery and grievance together with the code of conduct and conditions of service of Leicestershire County Council. These may be adapted to reflect local conditions of service necessitated by the commercial nature of the organisation.
- The Monitoring Officer is the County Solicitor of our servicing authority, Leicestershire County Council. It is the function of the Monitoring Officer to ensure compliance with established policies, procedures, laws and regulations.
- The Chief Financial Officer is the Director of Corporate Resources of Leicestershire County Council who is ultimately responsible for ensuring that the administration of the organisation's financial management arrangements conforms to the governance requirements of the CIPFA Statement on The Role of the Chief Financial Officer in Local Government (2010). The operational management of the organisation's finances is the responsibility of the ESPO Assistant Director (Finance) who is functionally accountable to the Director of Corporate Resources at Leicestershire County Council acting as the Consortium Treasurer.
- Leicestershire County Council acts as the servicing authority to ESPO and in this role provides appropriate support services under terms agreed in a Memorandum of Understanding including internal auditing which operates to standards set out in the 'Code of Practice for Internal Audit in Local Government in the United Kingdom (2006)'. The Council's internal audit arrangements conform to the governance requirements of the CIPFA Statement on the Role of the Head of Internal Audit in Local Government. The Head of Internal Audit Service (HoIAS) works with key members of ESPO's Senior Management Team to give advice and promote good governance throughout the organisation. The HoIAS leads and directs the Internal Audit Service so that it makes a full contribution to and meets the needs of ESPO and external stakeholders, escalating any concerns and giving assurance on the internal control environment.'
- The consortium maintains an objective and professional relationship with external auditors and statutory inspectors and conducts the financial management of the consortium in accordance with the financial regulations of Leicestershire County Council. The financial position of the organisation is accurately and reliably reported in performance reporting and other published statements.
- ESPO promotes sustainability through its consultancy services, procurement recommendations and by clearly identifying products in its catalogues which are recycled, biodegradable, energy efficient, low polluting and reusable.

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 executive managers within the organisation who have responsibility for the development and maintenance of the governance environment, Leicestershire County Council's Head of Internal Audit's annual report and also by comments made by the external auditors and other review agencies and inspectorates.

The process that has been applied in maintaining and reviewing the effectiveness of the governance framework includes:

- The member authorities have appointed a joint committee for the purpose of managing ESPO, known as "The Management Committee" which consists of up to three elected councillors from each member authority who meet four times each year. This committee's responsibilities include overview, scrutiny and audit. The Management Committee is responsible for determining the consortium corporate governance arrangements and follows the framework and guidance issued by CIPFA. The establishment of the Finance Subcommittee (due to be extended to the Finance and Audit Subcommittee) will enable improved scrutiny of the budget and both internal and external audit matters.
- The Director's Annual Report and periodic Progress and Financial Reports to the Management Committee assess performance against the organisation's business plan, performance targets and agreed objectives. Financial budgets are prepared annually by ESPO senior management for Committee approval. Major risks to the organisation are assessed by senior management and appropriate action is taken where risks exceed the approved risk threshold. ESPO management reports progress on managing business risks to Committee annually. Requests for committee approval of key development projects include a comprehensive risk assessment within the business case. A business continuity plan is being developed which will define how the organisation will maintain its business and supports member authorities in the event of an incident, either to its business or that of a member authority
- The quality and effectiveness of ESPO systems of internal control is audited by Leicestershire County Council (LCC) Internal Audit Service. A four year audit plan is agreed with the Director of ESPO from which the annual workload is identified. The audit reporting process requires a report of each audit to be submitted to the relevant Divisional Manager and Director. Recommendations for improvements are included in an action plan and require agreement or rejection by managers. The process includes reviews of recommendations to ensure that they are implemented. A summary of all internal audit recommendations is reported to the Management Committee together with an update on implementing the recommendations. All High Importance recommendations are followed up to ensure implementation has taken place as agreed.
- The work of LCC Internal Audit Service is subject to review by ESPO's external auditors to the extent necessary to place reliance on the work carried out by the section.
- A Chief Officer Group consisting of Chief Officers from each member authority was established in 2010/11 and meets quarterly or more frequently where appropriate. The role of this group is to oversee the strategic management and business direction of the organisation and strengthen the working arrangements between member authorities and with ESPO.
- A Senior Officer Group consisting of senior managers from each member authority meets regularly with ESPO senior management to review matters of strategic procurement interest in order to ensure that procurement plans, policies and objectives of ESPO and those of its member authorities are compatible, efficient and effective.
- Liaison meetings are held between senior managers of ESPO and individual member authorities for an operational review of service performance in meeting the needs of each individual authority.
- ESPO Senior Management Team (SMT) meets weekly to review progress against targets on key business performance indicators, to review periodic financial statements and to consider progress on key development projects. When operationally required, the SMT may determine, agree and instigate immediate corrective actions to promote success or correct underperformance.
- A Business Strategy Review of the organisation commenced in December 2010 by Deloitte Consultants at the request of the Management Committee. The aim of the review was to investigate the appropriateness of the current business strategy, reviewing the role and purpose of ESPO, its alignment with the members' requirements, the value of partnering with ESPO, and the options going forward. This resulted in a revised vision and service model being proposed together with a number of recommendations to improve the operational efficiency and effectiveness of ESPO.

- Following the completion of the Business Strategy Review in April 2011 and its subsequent recommendations, the Chief Officer Group (COG) and the Management Committee agreed to establish a change programme. This constituted the mandate for the Programme. An Outline Implementation Proposal was developed and approved by the Management Committee in June 2011. It was agreed that the COG would constitute the Programme Board to make key decisions and oversee the monitoring and review the progress made.
- A formal change program commenced in September 2011 which encompasses the constitution, governance and risk management, organisational structures and capabilities, performance management framework, business model and category management approach. The planned timescale for determining strategies, governance arrangements and for implementation extends until September 2012.
- For 2012/13, performance will be clearly set out and measured in the annual cycle of service reviews and reports, in the financial planning and budgeting cycle and in annual customer surveys. The Management Committee role will be to monitor and scrutinise progress against targets and performance in key areas, and to consider and approve corrective action where necessary.

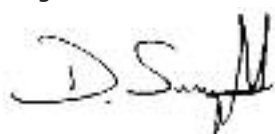
We have been advised on the implications of the result of the review of the effectiveness of the governance framework by the Director and Senior Management Team and a plan to address weaknesses and ensure continuous improvement of the system is in place.

Significant governance issues

No.	Issue	Action
1.	To update the constitution and partnership agreement including the introduction of a Code of Corporate Governance.	The Constitution and partnership agreement currently being drafted by the Legal and Governance Workstream with a target delivery of November 2012. The Code of Corporate Governance being drafted by the Joint Committee's statutory officers and ESPO Director.
2.	Sourcing arrangements with one or more other consortia including Government Procurement Service (GPS).	Further consideration of different trading models by Management Committee. Establishment of agreements with GPS and other consortia setting out respective roles and responsibilities.
3.	Introduction of improved risk management procedures.	Continue to embed effective operation of procedures.
4.	Better engagement of member authorities with key issues.	Improved understanding and consideration of strategic direction.

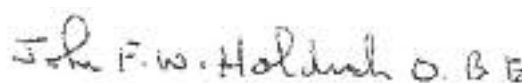
We propose over the coming year to take steps to address the above matters where appropriate to further enhance our governance arrangements. We are satisfied that these steps will address the need for improvements that were identified in our review of effectiveness and will monitor their implementation and operation as part of our next annual review.

Signed:



D. Summersgill
Interim Director of ESPO

Date: 29/09/2012



Councillor J Holdich
Chairman, ESPO Management Committee

Date: 29/09/2012

Independent Auditors' Report to the Eastern Shires Purchasing Organisation Management Committee

We have audited the statement of accounts of Eastern Shires Purchasing Organisation for the year ended 31 March 2012 which comprises the Movement in Reserves Statement, the Comprehensive Income and Expenditure Statement, the Balance Sheet as at the end of the period, the Cash Flow Statement, the accounting policies and the related notes. The financial reporting framework that has been applied in its preparation is the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2011/12 supported by the CIPFA Service Reporting Code of Practice 2011/12.

Respective responsibilities of the Head of Central Services and auditors

As explained more fully in the Statement of Responsibilities for the Statement of Accounts, the Head of Central Services is responsible for the preparation of the statement of accounts and for being satisfied that it gives a true and fair view in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2011/12 and the CIPFA Service Reporting Code of Practice 2011/12. Our responsibility is to audit and express an opinion on the statement of accounts in accordance with Part II of the Audit Commission Act 1998, the Code of Audit Practice 2010 – Local Government Bodies issued by the Audit Commission and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

This report, including the opinions, has been prepared for and only for Eastern Shires Purchasing Organisation's members as a body in accordance with Part II of the Audit Commission Act 1998 and for no other purpose, as set out in paragraph 48 of the Statement of Responsibilities of Auditors and of Audited Bodies – Local Government, published by the Audit Commission in March 2010. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Scope of the audit of the statement of accounts

An 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. This includes an assessment of: whether the accounting policies are appropriate to Eastern Shires Purchasing Organisation's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by Eastern Shires Purchasing Organisation; and the overall presentation of the statement of accounts. In addition, we read all the financial and non-financial information in the explanatory foreword to identify material inconsistencies with the audited statement of accounts. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on statement of accounts

In our opinion the statement of accounts:

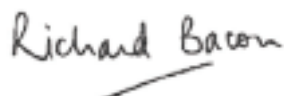
- gives a true and fair view, in accordance with the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom and the CIPFA Service Reporting Code of Practice 2011/12, of the state of Eastern Shires Purchasing Organisation's affairs as at 31 March 2012 and of Eastern Shires Purchasing Organisation's income and expenditure and cash flows for the year then ended; and
- has been properly prepared in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom 2011/12 and the CIPFA Service Reporting Code of Practice 2011/12.

Opinion on other matters

In our opinion, the information given in the explanatory foreword for the financial year for which the statement of accounts is prepared is consistent with the statement of accounts.

Matters on which we are required to report by exception

We have nothing to report in respect of the Annual Governance Statement on which the Code of Audit Practice issued by the Audit Commission requires us to report to you if, in our opinion, the Statement does not comply with 'Delivering Good Governance in Local Government: a Framework' published by CIPFA/SOLACE in June 2007.



Richard Bacon
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Donington Court
Pegasus Business Park
DE7 4 2UZ

28 September 2012

Conclusion on Eastern Shires Purchasing Organisation's Arrangements for Securing Economy, Efficiency and Effectiveness in the Use of Resources

Eastern Shires Purchasing Organisation's responsibilities

Eastern Shires Purchasing Organisation 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 review regularly the adequacy and effectiveness of these arrangements.

Auditors' responsibilities

We are required under Section 5 of the Audit Commission Act 1998 to satisfy ourselves that Eastern Shires Purchasing Organisation has made proper arrangements for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires us to report to you our conclusion relating to proper arrangements, having regard to relevant criteria specified by the Audit Commission.

We report if significant matters have come to our attention which prevent us from concluding that Eastern Shires Purchasing Organisation has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources. We are not required to consider, nor have we considered, whether all aspects of Eastern Shires Purchasing Organisation's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Scope of the review of the arrangements for securing economy, efficiency and effectiveness in the use of resources

We have undertaken our audit in accordance with the Code of Audit Practice, having regard to the guidance on the specified criteria, published by the Audit Commission in October 2011, as to whether Eastern Shires Purchasing Organisation has proper arrangements for:

- securing financial resilience; and
- challenging how it secures economy, efficiency and effectiveness.

The Audit Commission has determined these two criteria as those necessary for us to consider under the Code of Audit Practice in satisfying ourselves whether Eastern Shires Purchasing Organisation has put in place proper arrangements for securing economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2012.

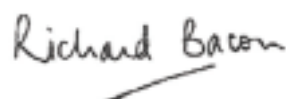
We planned our work in accordance with the Code of Audit Practice. Based on our risk assessment, we undertook such work as we considered necessary to form a view on whether, in all significant respects, Eastern Shires Purchasing Organisation had put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources.

Conclusion

On the basis of our work, having regard to the guidance on the specified criteria published by the Audit Commission in October 2011, we are satisfied that, in all significant respects, Eastern Shire Purchasing Organisation has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2012.

Certificate

We certify that we have completed the audit of the accounts of Eastern Shires Purchasing Organisation in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.



Richard Bacon
For and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Donington Court
Pegasus Business Park
DE7 4 2UZ

28 September 2012

Notes:

- (a) The maintenance and integrity of the Eastern Shires Purchasing Organisation website is the responsibility of the organisation; the work carried out by the auditors does not involve consideration of these matters and, accordingly, the auditors accept no responsibility for any changes that may have occurred to the statement of accounts since it was initially presented on the website.
- (b) Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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 Asset 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.

GLOSSARY OF TERMS *continued*

IMPAIREMENT

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 than 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 and 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.

**The combined value of
Stores Sales, Direct Orders,
Period Contracts (Frameworks)
and Contracts placed
on behalf of specific
customers (Commissioning)
totalled just over**

£1,083m
FOR THE YEAR 2011/12

WELCOME TO
€ \$ 100

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