

The Annual Audit Letter for Lancashire County Council and Lancashire County Pension Fund

Year ended 31 March 2017

September 2017

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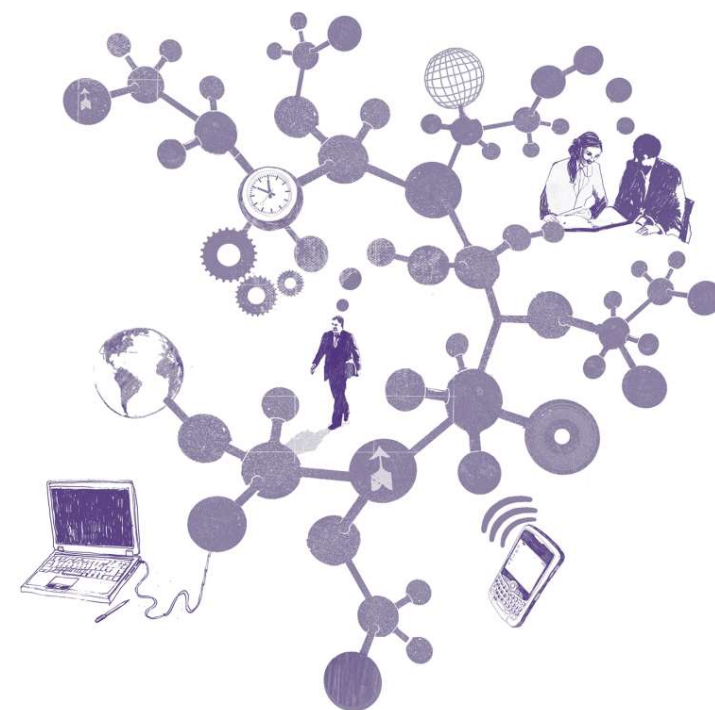
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Executive summary

Purpose of this letter

Our Annual Audit Letter (Letter) summarises the key findings arising from the work we have carried out at Lancashire County Council (the Council) for the year ended 31 March 2017.

This Letter provides a commentary on the results of our work to the Council and its external stakeholders, and highlights issues we wish to draw to the attention of the public. In preparing this letter, we have followed the National Audit Office (NAO)'s Code of Audit Practice (the Code) and Auditor Guidance Note (AGN) 07 – 'Auditor Reporting'.

We reported the detailed findings from our audit work to the Council's Audit and Governance Committee (as those charged with governance) in our Audit Findings Report on 31 July 2017.

Our responsibilities

We have carried out our audit in accordance with the NAO's Code of Audit Practice, which reflects the requirements of the Local Audit and Accountability Act 2014 (the Act). Our key responsibilities are to:

- give an opinion on the Council's financial statements (section two)
- assess the Council's arrangements for securing economy, efficiency and effectiveness in its use of resources (the value for money conclusion) (section three).

In our audit of the Council's financial statements, we comply with International Standards on Auditing (UK and Ireland) (ISAs) and other guidance issued by the NAO.

Our work

Financial statements opinion

We gave an unqualified opinion on the Council's and Pension Fund's financial statements on 10 August 2017.

Value for money conclusion

We were satisfied that the Council put in place proper arrangements to ensure economy, efficiency and effectiveness in its use of resources during the year ended 31 March 2017 except for the results of the Ofsted inspection of children's services, and the arrangements to maintain a sound system of internal control. We therefore qualified our value for money conclusion in our audit opinion on 10 August 2017.

Whole of government accounts

We are currently completing our work on the Council's consolidation return following guidance issued by the NAO and anticipate issuing our report during the week commencing 11 September 2017.

Certificate

We are currently unable to certify that we have completed the audit of the accounts of the Council

We are unable to issue our certificate of completion of the audit. This is because we cannot formally conclude the audit on the accounts from 2012/13 onwards until we have completed our consideration of matters arising from 2012/13.

Other work completed

We have provided training on the role of external audit to members of the audit and governance committee.

Members of your finance team attended our training workshops on year end closedown in February 2017.

Working with the Council

We would like to record our appreciation for the assistance and co-operation provided to us during our audit by the Council's staff.

Grant Thornton UK LLP
September 2017

Audit of the accounts

Our audit approach

Materiality

In our audit of the Council's accounts, we applied the concept of materiality to determine the nature, timing and extent of our work, and to evaluate the results of our work. We define materiality as the size of the misstatement in the financial statements that would lead a reasonably knowledgeable person to change or influence their economic decisions.

We determined materiality for our audit of the Council's accounts to be £33 million, which is 1.5% of the Council's gross revenue expenditure. We used this benchmark, as in our view, users of the Council's accounts are most interested in how it has spent the income it has raised from taxation and grants during the year.

We also set a lower level of specific materiality for related party transactions and senior officer remuneration.

We set a lower threshold of £1.6m, above which we reported errors to the Audit and Governance Committee in our Audit Findings Report.

Pension Fund

For the audit of the Lancashire County Pension Fund accounts, we determined materiality to be £60.3 million, which is 1% of the Fund's net assets. We used this benchmark, as in our view, users of the Pension Fund accounts are most interested in the value of assets available to fund pension benefits.

We set a lower level of specific materiality for certain areas such as senior management salaries and related party transactions. We set a threshold of £3.6m above which we reported errors to the Audit and Governance Committee.

The scope of our audit

Our audit involves obtaining enough evidence about the amounts and disclosures in the financial statements to give reasonable assurance they are free from material misstatement, whether caused by fraud or error. This includes assessing whether:

- the Council's accounting policies are appropriate, have been consistently applied and adequately disclosed;
- significant accounting estimates made by the Director of Financial Resources are reasonable; and
- the overall presentation of the financial statements gives a true and fair view.

We also read the narrative report and annual governance statement to check they are consistent with our understanding of the Council and with the accounts included in the Statement of Accounts on which we gave our opinion.

We carry out our audit in line with ISAs (UK and Ireland) and the NAO Code of Audit Practice. We believe the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our audit approach was based on a thorough understanding of the Council's business and is risk based.

We identified key risks and set out overleaf the work we performed in response to these risks and the results of this work.

Audit of the accounts - Council

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work.

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>The revenue cycle includes fraudulent transactions</p> <p>Under ISA (UK&I) 240 there is a presumed risk that revenue may be misstated due to the improper recognition of revenue.</p> <p>This presumption can be rebutted if the auditor concludes that there is no risk of material misstatement due to fraud relating to revenue recognition.</p>	<p>Having considered the risk factors set out in ISA240 and the nature of the revenue streams at Lancashire County Council, we have determined that the risk of fraud arising from revenue recognition can be rebutted, because:</p> <ul style="list-style-type: none">• there is little incentive to manipulate revenue recognition;• opportunities to manipulate revenue recognition are very limited; and• the culture and ethical frameworks of local authorities, including Lancashire County Council, mean that all forms of fraud are seen as unacceptable.	<p>Our audit work did not identify any issues in respect of revenue recognition.</p>
<p>Management over-ride of controls</p> <p>Under ISA (UK&I) 240 it is presumed that the risk of management over-ride of controls is present in all entities.</p>	<p>We undertook the following work in relation to this risk:</p> <ul style="list-style-type: none">• reviewed entity controls• review of journal entry process and selection of unusual journal entries for testing back to supporting documentation• review of accounting estimates, judgements and decisions made by management	<p>Our audit work did not identify any issues in respect of revenue recognition.</p>

Audit of the accounts - Council

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Valuation of property, plant and equipment</p> <p>The Council revalues its assets on a rolling basis over a five year period. The Code requires that the Council ensures that the carrying value at the balance sheet date is not materially different from the current value. This represents a significant estimate by management in the financial statements. In 2016/17 the Council has also made decisions about the use of properties, as part of the property strategy which could impact on the value to be included in the Statement of Accounts.</p>	<p>We have</p> <ul style="list-style-type: none"> • reviewed management's processes and assumptions for the calculation of the estimate • reviewed the competence, expertise and objectivity of any management experts used • reviewed of the instructions issued to valuation experts and the scope of their work • discussed with valuer about the basis on which the valuation is carried out and challenged the key assumptions • reviewed and challenged the information used by the valuer to ensure it is robust and consistent with our understanding • tested a sample of revaluations made during the year to ensure they are input correctly into the Council's asset register • evaluated the assumptions made by management for those assets not revalued during the year and considered how management is satisfied these are not materially different to current value • reviewed the classification and valuation of properties in line with the decisions in the property strategy to ensure the valuations included in the accounts reflect the use of the property at the end of the financial year. 	<p>Our audit work did not identify any significant issues in relation to the risk identified.</p>
<p>Valuation of pension fund net liability</p> <p>The Council's pension fund asset and liability as reflected in its balance sheet represent a significant estimate in the financial statements.</p>	<p>We have</p> <ul style="list-style-type: none"> • identified the controls put in place by management to ensure the pension fund liability is not materially misstated. • reviewed the competence, expertise and objectivity of the actuary who carried out your pension fund valuation. • gained an understanding of the basis on which the valuation is carried out. • undertaken procedures to confirm the reasonableness of the actuarial assumptions made. • reviewed the consistency of the pension fund asset and liability and disclosures in notes to the financial statements with the actuarial report from your actuary. 	<p>Our audit work did not identify any significant issues in relation to the risk identified.</p>

Audit of the accounts - Council

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
<p>Employee remuneration Payroll expenditure represents a significant percentage of the Council's gross expenditure.</p> <p>We identified the completeness of payroll expenditure in the financial statements as a risk requiring particular audit attention:</p> <ul style="list-style-type: none"> Employee remuneration accruals understated (Remuneration expenses not correct) 	<p>We undertook the following work in relation to this risk:</p> <ul style="list-style-type: none"> documented our understanding of processes and key controls over the transaction cycle undertaken walkthrough of the key controls to assess the whether those controls were in line with our documented understanding reconciled the total payroll costs in the payroll system to the general ledger and the financial statements. undertaken a trend analysis of pay by month to confirm there are no unusual fluctuations throughout the year. 	<p>Our audit work did not identify any significant issues in relation to the risk identified.</p>
<p>Operating expenses Non-pay expenditure represents a significant percentage of the Council's gross expenditure. Management uses judgement to estimate accruals of un-invoiced non-pay costs.</p> <p>We identified the completeness of non- pay expenditure in the financial statements as a risk requiring particular audit attention:</p> <ul style="list-style-type: none"> Creditors understated or not recorded in the correct period (Operating expenses understated) 	<p>We undertook the following work in relation to this risk:</p> <ul style="list-style-type: none"> documented our understanding of processes and key controls over the transaction cycle undertaken walkthrough of the key controls to assess the whether those controls were in line with our documented understanding Reviewed your process for raising accruals at the year-end tested new year payments to confirm the completeness of the accruals included in the statement of accounts. 	<p>Our audit work did not identify any significant issues in relation to the risk identified.</p>

Audit of the accounts - Council

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Audit of the accounts - Council

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<p>Changes to the presentation of local authority financial statements</p> <p>CIPFA has been working on the 'Telling the Story' project, for which the aim was to streamline the financial statements and improve accessibility to the user and this has resulted in changes to the 2016/17 CIPFA Code of Practice.</p> <p>The changes affect the presentation of income and expenditure in the financial statements and associated disclosure notes. A prior period adjustment (PPA) to restate the 2015/16 comparative figures was also required.</p>	<p>We undertook the following work in relation to this risk:</p> <ul style="list-style-type: none"> documented and evaluated the process for the recording the required financial reporting changes to the 2016/17 financial statements reviewed the re-classification of the Comprehensive Income and Expenditure Statement (CIES) comparatives to ensure that they are in line with the Council's internal reporting structure reviewed the appropriateness of the revised grouping of entries within the Movement In Reserves Statement (MIRS) tested the classification of income and expenditure for 2016/17 recorded within the Cost of Services section of the CIES tested the completeness of income and expenditure by reviewing the reconciliation of the CIES to the general ledger tested the classification of income and expenditure reported within the new Expenditure and Funding Analysis (EFA) note to the financial statements 	<p>The changes to the presentation are in line with the requirements of the CIPFA code.</p> <p>Because it was the first year of these changes management added additional disclosures to explain the movement from the accounts for 2015/16 to the restated comparatives included in the accounts.</p>

Audit of the accounts – Pension Fund

These are the risks which had the greatest impact on our overall strategy and where we focused more of our work on the audit of the pension fund.

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
Valuation of level 3 investments Significant risks often relate to significant non-routine transactions and judgemental matters. Level 3 investments by their very nature require a significant degree of judgement to reach an appropriate valuation at year end.	As part of our audit work we: <ul style="list-style-type: none">• Updated our understanding of your process for valuing Level 3 investments through discussions with relevant personnel• Tested a sample of individual investment valuations by obtaining and reviewing the audited accounts at latest date for individual investments and agreeing these to the fund manager reports at that date. Reconciling those values to the values at 31st March with reference to known movements in the intervening period.• Reviewed the qualification of the fund managers as experts to value the level 3 investments at year end and gained an understanding of how the valuation of these investments had been reached.• Reviewed the competence, expertise and objectivity of management experts used.	Our audit work did not identify any issues around the valuation of the Level 3 investments reported at year end.

Audit of the accounts – Pension Fund

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
Investment income Investment activity not valid and investment income not accurate.	We undertook the following work in relation to this risk: <ul style="list-style-type: none"> Reviewed the reconciliation of information provided by the fund managers, the custodian and the Pension Fund's own records, obtaining explanations for variances. For direct property income we rationalised income for a sample of properties against expected rental income 	Our audit work did not identify any significant issues in relation to the risk identified.
Investment purchases and sales Investment activity not valid	We undertook the following work in relation to this risk: <ul style="list-style-type: none"> Reviewed the reconciliation of information provided by the fund managers, the custodian and the Pension Fund's own records, obtaining explanations for variances. Tested a sample of purchases and sales to ensure they are recognised appropriately 	Our audit work did not identify any significant issues in relation to the risk identified.
Investment values – Level 2 investments Valuation is incorrect	We undertook the following work in relation to this risk: <ul style="list-style-type: none"> Reviewed the reconciliation of information provided by the fund managers, the custodian and the Pension Fund's own records, obtaining explanations for variances. Tested a sample of those investments to independent information from custodian/manager on units and on unit prices where the custodian does not provide independent pricing information. For direct property investments, agreed values in total to the valuer's report and taken steps to ensure it is appropriate for us to place reliance on the valuer as an expert. 	Our audit work did not identify any significant issues in relation to the risk identified.
Contributions Recorded contributions not correct	We undertook the following work in relation to this risk: <ul style="list-style-type: none"> Carried out procedures and walkthrough testing to understand the pension fund's arrangements for gaining assurance over recorded contributions Tested the controls over occurrence, completeness and accuracy of contributions Rationalised contributions received with reference to changes in member body payrolls and numbers of contributing pensioners and ensured that any unexpected trends were satisfactorily explained. 	Our audit work did not identify any significant issues in relation to the risk identified.

Audit of the accounts – Pension Fund

Risks identified in our audit plan	How we responded to the risk	Findings and conclusions
Benefits payable Benefits improperly computed/claims liability understated.	We undertook the following work in relation to this risk: <ul style="list-style-type: none"> • performed a walkthrough to gain assurance that the in-year controls were operating in accordance with our documented understanding • performed controls testing over completeness, accuracy and occurrence of benefit payments • tested a sample of pension payments, lump sums, and refunds • rationalised pensions paid with reference to changes in pensioner numbers and increases applied in the year and ensured that any unusual trends were satisfactorily explained. • 	Our audit work did not identify any significant issues in relation to the risk identified.
Member data Member data not correct	We undertook the following work in relation to this risk: <ul style="list-style-type: none"> • carried out procedures and reviews sufficient to understand the pension fund's arrangements for gaining assurance over the accuracy of member data • performed controls testing over annual/monthly reconciliations and verifications with individual members • tested a sample of changes to member data made during the year to source documentation. 	Our audit work did not identify any significant issues in relation to the risk identified.

Audit of the accounts

Audit opinion

We gave an unqualified opinion on the Council's accounts on 10 August 2017, in advance of the 30 September 2017 national deadline.

The Council made the accounts available for audit in line with the agreed timetable, and provided a good set of supporting working papers. The finance team responded promptly and efficiently to our queries during the audit.

Issues arising from the audit of the accounts

We reported the key issues from our audit of the accounts of the Council to the Audit and Governance Committee on 31 July 2017.

Pension fund accounts

We also reported the key issues from our audit of accounts of the Pension Fund hosted by the Council to the Audit and Governance Committee on 31 July 2017.

Annual Governance Statement and Narrative Report

We are required to review the Council's Annual Governance Statement and Narrative Report. It published them on its website with the draft accounts in line with the national deadlines.

Both documents were prepared in line with the relevant guidance and were consistent with the supporting evidence provided by the Council and with our knowledge of the Council.

Whole of Government Accounts (WGA)

We are carrying out work on the Council's consolidation schedule in line with instructions provided by the NAO. We anticipate issuing a group assurance certificate during the week commencing 11 September.

Value for Money conclusion

Background

We carried out our review in accordance with the NAO Code of Audit Practice (the Code), following the guidance issued by the NAO in November 2016 which specified the criterion for auditors to evaluate:

In all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.

Key findings

Our first step in carrying out our work was to perform a risk assessment and identify the key risks where we concentrated our work.

The key risks we identified and the work we performed are set out in table 2 overleaf.

Overall VfM conclusion

We are satisfied that, in all significant respects, except for the matters we identified below, the Council had proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ending 31 March 2017.

Value for Money

Table 2: Value for money risks

Risk identified	Work carried out	Findings and conclusions
<p>Internal control</p> <p>In 2015/16 Internal Audit did not complete a full programme of work. As a result, the Head of Internal Audit was not able to provide an opinion on the overall system of internal control. For 2016/17, there is an audit plan in place and which has been approved by the Audit and Governance Committee. It is being delivered by a strengthened internal audit team. However, the plan was developed to reflect the Council's progress with its transformation agenda and as a result, supported a limited assurance opinion, notwithstanding the outcomes of the specific reviews within the plan.</p> <p>There are other sources of information and assurance that management will need to draw on to support the annual review of the effectiveness of the system of internal control.</p>	<p>We have reviewed the head of internal audit opinion and the AGS to confirm that the work completed is reflected in both.</p>	<p>The Council's Head of Internal Audit opinion for 2016/17 provided limited assurance on the Council's overall system of internal control. This is because the plan put in place for the year, and approved by the Audit and Governance Committee in January 2016 did not provide for coverage of the Council's full internal control system.</p> <p>Although the audit plan was delivered as expected, it was developed to support the Council's progress with its transformation agenda and to provide coverage of the key financial systems. As a result of there has been a limited of scope to the programme of work undertaken with an agreement not to review those areas where management were making changes or improvements to systems, processes and controls.</p> <p>The work completed to date has largely resulted in substantial assurance being provided for those areas subject to review, including key financial systems.</p> <p>An audit plan for 2017/18 has been agreed with management and was reported to the Audit and Governance Committee's meeting of 26 June 2017 including the planned approach and scope of work for internal audit to deliver for 2017/18.</p> <p>We concluded that there were weaknesses in the Council's arrangements for working effectively with third parties to deliver strategic priorities, managing risks effectively and maintaining a sound system of internal control.</p>

Value for Money

Risk identified	Work carried out	Findings and conclusions
<p>Financial position, service transformation and working in partnership</p> <p>The Council's MTFP is predicated on the delivery of significant savings to move the Council to a lower cost profile. The plan links to a programme that includes a number of key projects and investments, which are significant both in scale and financial terms in transforming the way the Council delivers services.</p> <p>This sits alongside various partnership arrangements in which the Council is involved, including the shadow combined authority and the local health and wellbeing board which are intended to support wider public service reform.</p>	<p>We will review the project management and risk assurance frameworks established by the Council in respect of the more significant projects, to establish how the Council is identifying, managing and monitoring these risks.</p> <p>We will review the arrangements the Council has in place to work with other bodies in Lancashire.</p>	<p>The Council set a balanced budget for 2017/18, and believes that it will be able to do so in 2018/19, but identifies that delivering the level of savings required to deliver a balanced budget will be challenging for the Council beyond this point</p> <p>The Council's work in 2015/16 to review the base budget identified there was an ongoing challenge to its financial position particularly in respect of increased service demand.</p> <p>In response to this the council has taken the following actions:</p> <p>Commissioned PWC to examine the council's base budget review. The outcome from this confirmed the findings of the base budget review and has been used to support representations to central government.</p> <p>A second report was commissioned from PWC to consider a sustainable public sector delivery model in Lancashire. This included significant changes involving other bodies in the public sector in the area and therefore is not all within Lancashire County Council's power to reform. The Council recognises the need for working across the local government and NHS boundaries and is involved in work with the local sustainability and transformation partnerships and continue to be consulted upon with third parties recognising the challenges to integration of health and social care across the Council's boundaries.</p> <p>The Council has identified there are other areas where there continue to be significant cost pressures. The risk register includes the level of financial risk faced by the Council and the mitigating actions being taken. The quarterly "money matters" report to the Cabinet reflect the level of savings assumed within budget and progress against these.</p> <p>External consultants have been commissioned to redesign care pathways and deliver efficiencies within social care.</p> <p>The project office has been re-established and has in place the structure to support the other efficiency and transformation plans. This has established a framework which is supporting and monitoring the key savings plans, and is working in holding budget holders to account for delivery of savings projects.</p> <p>The year end outturn represented an underspend against the planned budget of £23.101m. However a significant amount of that underspend was driven by over-performance against the Treasury Management budget and the draft outturn (to be reported in August), shows there are still areas of significant cost pressure, particularly around adult and children's social services. The Council recognises this and a medium term focus will be balancing risk, quality of service and cost.</p> <p>On that basis we concluded that the risk was sufficiently mitigated and the Council has proper arrangements</p>

Value for Money

Risk identified	Work carried out	Findings and conclusions
<p>Ofsted inspection of children's services</p> <p>Ofsted issued a report on the Council's children's services in 2015/16 which rated these as 'inadequate'. The Council is currently subject to follow up review. Until such time as Ofsted has confirmed that adequate arrangements are in place this remains a significant risk to the Council's arrangements.</p>	<p>We have reviewed the Council's monitoring of its improvement plan arrangements and we will consider any further reports from Ofsted as they become available. We will take these into account in forming our conclusion.</p>	<p>The Council has continued to respond positively to the issues arising from the Ofsted inspection and is making progress in delivering it's improvement plan.</p> <p>The Lancashire Children's services improvement board has continued to meet throughout the year. To ensure that key priorities are acted upon there is a 12 week plan considered at the board which covers the actions planned over the period in question. This is a rolling plan which which focuses on 5 key areas for improvement - the most urgent issues with actions, timescales and lead officers. It also sets out how the progress against these specific actions will be monitored and where applicable audited.</p> <p>In February 2017 a substantive appointment was made to the Director of Children's Services.</p> <p>The plan and board both identify there is a significant amount of work to cover.</p> <p>The most recent correspondence from Ofsted confirms that uneven progress has been made in improving services and there still remain significant challenges to the consistent quality of provision of children's services.</p> <p>We concluded that there were weaknesses in the Council's arrangements managing risks effectively and maintaining a sound system of internal control</p>

Appendix A: Reports issued and fees

We confirm below our final fees charged for the audit and provision of non-audit services

Fees

	Proposed fee £	Actual fees £	2015/16 fees £
Statutory audit of Council	112,995	112,995	112,995
Statutory audit of Pension Fund	34,169	34,169	34,169
IAS 19 fee variation	1,737	1,737	1,737
Total fees (excluding VAT)	148,901	148,901	148,901

The proposed fees for the year were in line with the scale fee set by Public Sector Audit Appointments Ltd (PSAA)

Reports issued

Report	Date issued
Audit Plan	April 2017
Audit Plan - pension fund	April 2017
Audit Findings Report	July 2017
Audit Findings Report – pension fund	July 2017
Annual Audit Letter	September 2017

Fees for other services

Service	Fees £
Audit related services:	
• Teacher's Pensions return, reasonable assurance engagement	4,200
• Local Transport Plan Major projects reasonable assurance engagement	2,500
• BIS – Growth Hub funding	4,000
Non-audit services	
• Tax compliance services for the subsidiary company (this work related to the 2015/16 return, but was undertaken in 2016/17)	20,220

Non- audit services

- For the purposes of our audit we have made enquiries of all Grant Thornton UK LLP teams providing services to the Council. The table above summarises all other services which were identified.
- We have considered whether other services might be perceived as a threat to our independence as the Council's auditor and have ensured that appropriate safeguards are put in place, as reported in our Audit Findings Report.

Reports issued and fees continued

We have considered whether other services might be perceived as a threat to our independence as the Council's auditor and have ensured that appropriate safeguards have been applied to mitigate these risks.

	Service provided to	Fees	Threat identified	Safeguards
Grant Thornton UK LLP were previously the auditors for LCDL limited. This included undertaking tax compliance work for the company	LCDL limited	£20,220	Y	The work was undertaken by an appropriately qualified team who were separate from the team undertaking the company and Council audit.
Audit related services				
Teacher's Pensions return, reasonable assurance engagement	Lancashire County Council	£4,200	Y	This is a recurring fee and therefore a self-interest threat exists. However the level of this recurring fee taken on its own is considered to be a significant threat to independence as the fee for this work in comparison to the total audit fee for the Council and in particular to Grant Thornton UK LLP overall. The work relates to audit related services for which there is a fixed fee and there is no contingent element to the fee.
Local Transport Plan Major projects reasonable assurance engagement	Lancashire County Council	£2,500	Y	This is a recurring fee and therefore a self-interest threat exists. However the level of this recurring fee taken on its own is considered to be a significant threat to independence as the fee for this work in comparison to the total audit fee for the Council and in particular to Grant Thornton UK LLP overall. The work relates to audit related services for which there is a fixed fee and there is no contingent element to the fee.
BIS – Growth Hub funding	Lancashire County Council	£4,000	N	
	TOTAL	£30,920		



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