



County Offices
Newland
Lincoln
LN1 1YL

13 May 2019

Environment and Economy Scrutiny Committee

A meeting of the Environment and Economy Scrutiny Committee will be held on **Tuesday, 21 May 2019 at 10.00 am in Committee Room One, County Offices, Newland, Lincoln LN1 1YL** for the transaction of the business set out on the attached Agenda.

Yours sincerely

A handwritten signature in cursive script that reads 'DBarnes'.

Debbie Barnes OBE
Head of Paid Service

Membership of the Environment and Economy Scrutiny Committee (11 Members of the Council)

Councillors B M Dobson (Chairman), Mrs W Bowkett (Vice-Chairman), B Adams, Mrs A M Austin, G E Cullen, M A Griggs, C Matthews, R P H Reid, Mrs E J Sneath, C L Strange and Dr M E Thompson

ENVIRONMENT AND ECONOMY SCRUTINY COMMITTEE AGENDA
TUESDAY, 21 MAY 2019

Item	Title	Pages
1	Apologies for Absence/Replacement Members	
2	Declarations of Members' Interests	
3	Minutes of the previous meeting of the Environment and Economy Scrutiny Committee held on 9 April 2019	5 - 14
4	Announcements by the Chairman, Executive Councillors and Lead Officers	
5	Commissioning of Adult Skills and Family Learning <i>(To receive a report by Thea Croxall, Principal Commissioning Officer (Learning), which provides a summary of the Adult Skills and Family Learning programme commissioning and contract management arrangements from 2019/20. This report is due to be considered by the Executive Councillor for Adult Care, Health and Children's Services between 29 May and 12 June 2019)</i>	15 - 30
6	Digby Flood Alleviation Scheme <i>(To receive report by Charlotte Hughes, Project Leader and Paul Brookes, Flood Risk Manager, which provides a summary of the Digby Water Alleviation Scheme. This report seeks approval of the capital scheme appraisal by the Leader of the Council and approval to award a contract for the construction of works for the scheme by the Executive Councillor for Economy and Place between the 5 and 12 June 2019)</i>	31 - 38
7	Water Resources East <i>(To receive a report by David Hickman, Head of Environment, in connection with proposals for the Council's engagement with Water Resources East as a public interest company prior to submission of the proposals to the Executive for approval on 4 June 2019)</i>	To Follow
8	Team Lincolnshire Ambassador Programme 2019/2020 <i>(To receive a report by Jill McCarthy, Investment Team Manager, in connection with Team Lincolnshire's programme to attract investment into the county)</i>	39 - 46
9	Project Outline for Market Deeping Grow-on Business Space <i>(To receive a report by Amanda Bond, Special Projects Officer, in connection with further exploration which has taken place around the potential need for a grow-on facility to complement the Eventus Centre for Business and Innovation, Market Deeping)</i>	47 - 56

- 10 Lincolnshire's Relationship with Hunan, China - Emerging Priorities** 57 - 84
(To receive a report by Simon Murphy, Senior Enterprise Growth Officer, in connection with progress in relation to the developing civic and strategic relationship with Hunan Province, China and identifies and discusses the current priorities)
- 11 Energy Procurement** 85 - 88
(To receive a report by Alex Botten (Strategic, Commercial and Procurement), which invites comments in connection with the Council's procurement of green or brown electricity to power its corporate portfolio. The matter is due to be considered by the Leader of the Council and the views of this Committee will be reported to the Leader between 6 and 30 May 2019)
- 12 Environment and Economic Scrutiny Committee Work Programme** 89 - 94
(To receive a report by Daniel Steel, Scrutiny Officer, which invites the Committee to review, consider and comment on its Work Programme)

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Please note: for more information about any of the following please contact the Democratic Services Officer responsible for servicing this meeting

- Business of the meeting
- Any special arrangements
- Copies of reports

Contact details set out above.

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**ENVIRONMENT AND ECONOMY
SCRUTINY COMMITTEE
9 APRIL 2019**

RESENT: COUNCILLOR B M DOBSON (CHAIRMAN)

Councillors Mrs W Bowkett (Vice-Chairman), B Adams, Mrs A M Austin, M A Griggs, C Matthews, Mrs E J Sneath and Dr M E Thompson

Councillors C J Davie, D McNally and E J Poll, attended the meeting as observers

Officers in attendance:-

Andy Brooks (Commissioning Manager (Regeneration Programme)), Justin Brown (Enterprise Commissioner), David Hickman (Growth & Environment Commissioner), Daniel Steel (Scrutiny Officer), Tanya Vaughan, Rachel Wilson (Democratic Services Officer) and Simon Wright (Principal Officer (Regeneration))

74 APOLOGIES FOR ABSENCE/REPLACEMENT MEMBERS

Apologies for absence were received from Councillors G E Cullen, R P H Reid and C L Strange.

The Chief Executive reported that having received a notice under Regulation 13 of the Local Government (Committees and Political Groups) regulations 1990, she had appointed Councillor R H Trollope-Bellew as a replacement member of the Committee in place of Councillor R P H Reid for this meeting only.

75 DECLARATIONS OF MEMBERS' INTERESTS

There were no declarations of interest at this point in the meeting.

**76 MINUTES OF THE PREVIOUS MEETING OF THE ENVIRONMENT AND
ECONOMY SCRUTINY COMMITTEE HELD ON 26 FEBRUARY 2019**

RESOLVED

That the minutes of the meeting held on 26 February 2019 be agreed and signed by the Chairman subject to it being noted that Councillor D McNally was in attendance as an observer.

77 ANNOUNCEMENTS BY THE CHAIRMAN, EXECUTIVE COUNCILLORS
AND LEAD OFFICERS

The Executive Councillor for Economy and Place welcomed the members of the Committee to the North Sea Observatory, at Chapel Point. It was commented that this was one of the best projects that the County Council had been involved in.

The Executive Councillor continued to work with the Executive Councillor for Adult Care, Health and Children's Services on skills and employment issues. He had previously highlighted the work the authority was doing with the Greater Lincolnshire LEP on raising young people's awareness of local career opportunities. There was a Careers and Enterprise Co-ordinator who worked with several schools in the County and it was reported that between the LEP and the County Council, the funding had been found to recruit an additional two Co-ordinators so that the whole of the county could be covered by this initiative.

The challenges of seasonal employment on the coast were highlighted, particularly how this made it difficult for employers to provide structured training for their staff. The County Council had been awarded £367,000 from the Coastal Communities Fund to tackle this problem. The Council would work with business, colleges and young people on this project.

It had been a busy time in terms of investment, as significant investment opportunities had been followed up, including a major food distributor who was seeking a well located site for a new business venture, as well as several enquiries about property which could be used as hotel accommodation.

The Executive Councillor reported that he had led the Team Lincolnshire presence at MIPIIM, the international property conference, whilst the Executive Councillor for Adult Care, Health and Children's Services hosted the Council's annual business networking event at the Belton Horse Trials. He reported that his fellow Executive Councillors for Highways, Transport and IT and Culture and Emergency Services also hosted tables at this event. Just over 150 investors attended the Lincolnshire brunch at MIPIIM, and almost 100 businesses attended the event at Belton. Officers were following up around 60 strong investment contacts made at the two events.

The 90-plus Team Lincolnshire members wanted to support the Council's efforts to promote government investment in Lincolnshire and that they wanted to collaborate with the Council on important issues like energy infrastructure, skills and water management.

The Leader of the Council had welcomed the governor of Hunan province, China to Lincolnshire. The Governor's visit had cemented the economic partnership that had been developed between the two regions and the governor had reported that he had been impressed by the positive welcome he had received from the Leader of the Council, as well as the Chairman and Vice-Chairman of the Council. A strong focus on a small number of priorities had been agreed. Hunan saw Lincolnshire as the gateway to the Midlands, therefore there would be a focus on technology within food manufacture and on advanced engineering, both of which were sectors that

Lincolnshire excelled in, and Hunan considered as a priority. It was reported that Dynex had received a further substantial investment from their Hunan parent company.

Three major events for business had been held. Manufacturing and visitor economy conferences were held in late March and both were attended by roughly 100 businesses and focused on future technologies and promotional strategies, a popular event was held on 2 April for all of the county's tourism businesses to learn about Lincolnshire's heritage coast.

The Executive Councillor advised that in line with their manifesto commitment to support the agricultural sector during Brexit, a meeting of the Lincolnshire Forum for Agriculture and Horticulture was held with lead policy officers from the Department for the Environment, Food and Rural Affairs. The event had provided an opportunity to explain about Lincolnshire's priorities for the implementation of the government's food bill and had been attended by Councillors Dobson and Strange. Officers had met with the civil servant responsible for writing DEFRA's food strategy and had given him the opportunity to see how local authorities, the LEP, and private businesses were collaborating to achieve a strong future for the sector.

Members were provided with the opportunity to ask questions, and some of the points raised during discussion included the following:

- What steps were being taken to improve language skills for young people, considering the links with China? Translators for the visit came from the University of Lincoln and a relationship between BGU and China already existed. Work was taking place to help people to get accredited so that they could work as a translator.
- In China there was a strong push for children to be educated in English and Chinese companies always traded in English as it was recognised that English was the most important foreign language.
- Dynex made semi-conductors for high speed trains as well as for specialist items like the Large Hadron Collider. The recent investment by the parent company was funding work on battery storage.
- There was a lot of work going on in terms of battery storage particularly for vehicles as there a need to find a mechanism to store energy that was being created. The Chinese were moving more rapidly towards developing cleaner power than other areas of the world.
- The University of Lincoln was working with other areas of China, as well as Hunan.
- There was a need to find new forms of power and possibly for Lincolnshire to be able to deliver its own power. There was a huge amount of work taking place in this area.
- In the future, the country would be reliant on energy from renewables and battery storage was a big issue for electricity production. If collection of food waste was the route that the government would go down then processing of this waste produced methane which could be stored until needed and then used to produce electricity.

78 SALTFLEET TO GIBRALTAR POINT STRATEGY REVIEW PROGRESS
REPORT - PRESENTATION

The Committee received a presentation from Deborah Campbell, Flood Risk Manager for Lincolnshire for the Environment Agency in relation to the Saltfleet to Gibraltar Point Coastal Management Strategy. Further information was provided in relation to the following areas:

- Lincolnshire History of Flooding
- Managing the Lincolnshire Coast
- HECAG SMP – High Level Plans
- Impacts of Coastal Process (1990's)
- Lincshore Beach Management
- Saltfleet to Gibraltar Point Strategy Study Area
- Costs Comparison – Cash Cost
- Sand on the beach – what we do now
- Coarser sand, shingle or pebbles
- Rock groynes plus sand on the beach – these would need to be spaced about 250m apart
- Rock groynes and fishtails plus sand on the beach – these were much bigger structures and would go 400-500m out to sea and could be spaced about 1km apart.
- Rock groynes, fishtails with different volumes of sand
- Rock groynes, fishtails with different frequencies of sand
- What influences the strategy
- Results from 2018 consultation
- What's next?
- Opportunities for additionality

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- Flooding was one of the greatest risks for this area of the country and it was on the national register.
- In terms of the impact of flooding, concerns were raised regarding the formula for calculating the value of the static caravans as many were second homes for people who would live there several months of the year. Members were advised that there was very clear guidance regarding caravans and impacts were calculated based on the cost of moving the van to another site, which was calculated at £5,800 per van. There was also clear guidance in relation to properties and a more general outcome measure which started to build in risk to life and the number of brick built properties. There was also a more generic measure which included effects on commerce, tourism, agriculture and highways which did not provide such a good return on investment. It was noted that these rules were set by the Treasury.
- It was noted that a business case had been put forward by businesses on the Humber estuary that did not follow these rules and processes. There might be an opportunity to do something collectively as a partnership.

- It was commented that some members had taken part in a consultation 3-4 years ago regarding different options for protecting the coastline around Mablethorpe and it was queried if a decision had been made following this.
- It was noted that the east coast area was also at risk of fluvial flooding.
- The Shoreline Management Plan was a high level strategic plan for the coastline and ensured that nothing was done on one part of the coastline which would be detrimental to another.
- There would be a need to go to formal consultation regarding the options for managing coastal flood risk between Mablethorpe and Skegness and it was hoped that this would be able to start at the end of May after the local elections. Preferred options would then be identified. It was thought that there would be a step change to structures on the beach as residents were now more open to the idea of these types of beach defences. The preferred option would then be entered into the formal process to be approved. The question would then be put to government regarding funding and affordability.
- It was commented that whilst the beach nourishment might be affordable at the moment, in the long term this would become unsupportable. It was acknowledged that the various structures required a big up front cost to make them more sustainable position in the future.
- It was queried whether there would be a chance to turn a risk into an opportunity as it was possible to store water, could there be a hydro-electric power station along the east coast.
- There would be a cut off point for when beach nourishment would no longer be sustainable. The difficulty was the need for up-front costs for the project. There was a need for the Lincolnshire Flood and Water Management Strategy Group to build a business case that the government would find difficult to refuse.

RESOLVED

That the presentation be noted.

79 LINCOLNSHIRE UTILITY STRATEGY NEXT STEPS

Consideration was given to a report on the next steps with the Lincolnshire Utility Strategy. It was reported that the County Council and the Greater Lincolnshire Local Enterprise Partnership had been working on a utility plan to tackle the lack of utility infrastructure compared to demand for some months.

The plan was now at final draft stage and members' views on its content and on linkages which might be made to the service in the Environment and Economy area were sought.

The Committee was provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- Energy was one of the major challenges for Lincolnshire. However, it should be remembered that the cost of renewables was falling and the subsidies

- could be coming to an end. £23.15bn in subsidies was currently paid out and in future it was likely that there would be a cap of £7.6bn per year. It was noted that green energy was not cheap.
- It was noted that there were two massive projects taking place in the local area, and it was queried whether they were future proofed.
- The costs of replacing and renewing wind turbines had not been properly thought through, as they were taller and community support was now needed for on shore wind farms. There was a need to embrace a longer term view.
- There was a need to look at how energy was used and to reduce energy wastage. The way that houses were built was antiquated and there was a need to move towards more modern methods of building. There had been a suggestion to stop having buildings with gas fired boilers as gas storage was reducing.
- A viewpoint was still to be formulated in relation to the future use of electricity and a longer term view on energy was required. This was more difficult in Lincolnshire as there were two different electricity operators with different constraints. There was also a need to be able to think about whether the requirements for electricity could be managed as the county was currently not using the full capacity of the network. There was a need to consider whether the county wanted national infrastructure to provide all of Lincolnshire's energy or was there potential for the county to produce some of its own energy and therefore become more resilient.
- A business model for the use of direct current was being developed.
- An update on progress should be brought back to the meeting, particularly around the outcomes of the SMARTLincs project and it was expected that this would be September time.
- Who was responsible for ensuring energy provision, and whether the county council should develop an energy company?
- There was a need for the Committee to identify a member to join the proposed Energy Expert Panel and it was suggested that this should be the Chairman or Vice-Chairman.
- What was the role of nuclear energy at the moment? Members were advised that this could not be discounted as it was clean energy. Nothing could be ruled out, there would be a need to see what was available and what would be best for the area and then take a view on it.

RESOLVED

1. That the emerging content of the utility strategy and the next steps summarised in the report be noted.
2. That the Chairman or Vice Chairman of the Committee join the proposed Energy Expert Panel and undertake a liaison role between the Scrutiny Committee and the Panel.

80 **BUSINESS CENTRES AND ECONOMIC DEVELOPMENT PORTFOLIO**
PROGRESS REPORT AND OCCUPANCY LEVELS

Consideration was given to a report which provided a summary of information to members regarding the Council's portfolio of Business Centres and Industrial Units including occupancy levels and letting activity.

The report also described the corporate priorities that governed the management of the portfolio, set out recent successes and listed the priorities for the portfolio in the forthcoming year.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- The Chairman reported that a previous meeting of the Committee had been held at the Aura Business Centre in Skegness.
- Reasonable checks were taken before renting space to a business. However, the leases were 'easy out' as longer term leases could put some smaller businesses off. There were 120 offices and 70 industrial units within the portfolio.
- Appendix A to the report was very useful. However, concerns were expressed that almost a quarter of the units in one particular property were empty and it was queried why this was and whether the units were not offering the right package. The Regeneration Team was always open to reconsidering the space available in order to minimise any voids in occupancy. However, members were advised that some voids were good as this would enable the authority to help tenants or prospective tenants in an emergency.
- There was a need for more units on the Riverside Industrial state in Boston, but members were pleased to see that there were plans to extend the Kirton Industrial park.
- Had the Team encountered situations where they had to advise businesses they were getting too big and needed to move on? There was a strong argument in some cases to do this, but it was a very sensitive issue. The authority did not want to be perceived as getting in the way of a successful business, but the Team could help a business to find grow-on space.
- There was a need to have business centres for new businesses to incubate and grow and also to help them to progress. There was a need to have a strategy to retain those businesses within Lincolnshire that the business centres had helped to incubate.

RESOLVED

1. That the comments made in relation to the Council's portfolio of Business Centres and Industrial Units contained in the report be noted.
2. That the Head of Economic Development be tasked with reviewing the policy rules and procedures for how to support/retain businesses in Lincolnshire where they grow beyond the size intended for the Business centres, etc.

RECOMMENDATIONS FROM THE HIGH STREET REVITALISATION
WORKING GROUP

Consideration was given to a report which updated the Committee on the recommendations made by the High Street Vitality Working Group. The recommendations identified ways that the County Council could support businesses and others in the transition that was happening to high streets. The recommendations agreed by the working group were as follows:

1. Each member of the Working Group volunteered to make a presentation to a District Council about the findings of the working group.
2. The Working Group recommended that each District Council in Lincolnshire should be encouraged to recognise the importance of a clean, green and accessible environment in all high streets.
3. The Working Group recommended that the County Council, working with the LEP and Business growth Hub, should create a support programme what helped businesses to understand the future, the changing patterns of consumers, and how to react accordingly.
4. The Working Group recommended that the County Council, working with local planning authorities, especially during the revisions to local plans, champions a way in which each town in Lincolnshire could complement not compete with its neighbours.
5. The Working Group recommends that the County Council work with towns to help them find a way that young people (perhaps on a secondment or placement) could lead social media campaigns to encourage visitors and residents to use their market town more.

Members were provided with the opportunity to ask questions to the officers present in relation to the information contained within the report and some of the points raised during discussion included the following:

- Recommendation 4 was an interesting statement.
- Did healthy market go hand in hand with a healthy high street? In some cases markets were being negatively impacted by different ways of working such as car boot sales. Members were advised that in the Terms of Reference it stated that the working group would not be looking at markets, but on this occasion would be concerned only with the built environment – retail, housing and leisure.
- It had concentrated on bringing high streets into a different level and how they could thrive without having large shops. It was suggested that some of the buildings on high streets could become residential.
- There were a lot of empty shops on the high street which were owned by large property funds. It was suggested whether the county council/district council could increase rates for empty shops to discourage people from keeping them empty.
- The working group had heard from some expert witnesses including the Managing Director of Banks Long and co, who was the lead agent for the redevelopment of the Cornhill in Lincoln.

- Residential accommodation on the high street was expected to become more common and there would be regular social events taking place. People would be living, working and socialising on the High Street, and so some people would no longer need a car and would instead use public transport.
- Had the working group examined pedestrianisation and what the benefits were to a town. It was noted that there was a need to look at each place individually as this may not work in every area. It would need to be part of a package of measures.
- Each place needed to have its own dialogue about what would work for it.
- There was a need to look at harmonisation between the County Council and the planning officers.
- There was no reference to the use of wireless networks as an attraction for people to visit the high street. However, it was noted that this may have been a key factor in attracting people to the high street 10-15 years ago, but with the role out of 4G, it was thought that town owned wi-fi would become redundant.

RESOLVED

1. That the Environment and Economy Scrutiny Committee endorse the recommendations to the Executive Councillor for Economy and Place.
2. That the Head of Economic Development be tasked with sharing the outcomes of the Environment and Economy Scrutiny Committee with members of the High Street Vitality Working Group.

82 ENVIRONMENT AND ECONOMIC SCRUTINY COMMITTEE WORK PROGRAMME

Consideration was given to a report which enabled the Committee to comment on the content of its work programme for the coming year to ensure that scrutiny activity was focused where it could be of greatest benefit.

It was queried whether any work had been done in relation to air pollution in Lincolnshire and it was noted that this would be covered by Highways, as the county council was able to test alongside certain roads.

RESOLVED

That the work programme, as set out in the report, be noted.

83 CONSIDERATION OF EXEMPT INFORMATION

RESOLVED

That, in accordance with Section 100A of the Local Government Act 1972, the press and public be excluded from the meeting for the following item of business on the grounds that if they were present there could be disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended.

84 SKEGNESS BUSINESS PARK

The Committee received a report which provided members with the opportunity to consider an exempt report in relation to Skegness Business Park. It was noted that this report was due to be considered by the Executive Councillor for Economy and Place between 15 and 29 April. The views of the Environment and Economy Scrutiny Committee would be reported to the Executive Councillor as part of the consideration of this item.

Officers answered a number of questions from the Committee in relation to Skegness Business Park.

RESOLVED

1. That the Committee supported the recommendations to the Executive Councillor as set out in the report.
2. That the comments made by the Committee be passed to the Executive Councillor.

The meeting closed at 12.30 pm

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Commissioning of Adult Skills and Family Learning

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding Commissioning of Adult Skills and Family Learning. This report is due to be considered by Councillor Mrs P A Bradwell OBE, Executive Councillor for Adult Care, Health and Children's Services between 29 May – 12 June 2019.

The views of the Environment and Economy Scrutiny Committee Scrutiny Committee will be reported to the Executive Councillors as part of the consideration of this item.

Actions Required:

- (1) To consider the attached report and to determine whether the Committee supports the recommendations in relation to the commissioning of an Adult Skills and Family Learning Programme.
- (2) To agree any additional comments to be passed to the Executive Councillors in relation to this item.

1. Background

This paper provides a summary of and seeks approval for the Adult Skills and Family Learning programme commissioning and contract management arrangements from 2019/20.

The full Executive Councillor report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Environment and Economy Scrutiny Committee is requested to consider whether it supports the recommendations in

the report and whether it wishes to make any additional comments to the Executive Councillors.

3. Appendices

These are listed below and attached at the back of the report	
Appendix 1	I017886 – Commissioning of Adult Skills and Family Learning

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Thea Croxall, who can be contacted on 01522 550381 or Thea.croxall@lincolnshire.gov.uk

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Councillor Mrs P A Bradwell OBE, Executive Councillor for Adult Care, Health and Children's Services
Date:	29 May – 12 June 2019
Subject:	Commissioning of Adult Skills and Family Learning
Decision Reference:	I017886
Key decision?	Yes

Summary:

This paper provides a summary of and seeks approval for the Adult Skills and Family Learning programme commissioning and contract management arrangements from 2019/20 including approval to delegate ongoing decision-making concerning the award of contracts for the 2019/20 Adult Skills and Family Learning requirements and the Open Framework admissions to the Interim Executive Director for Place.

Recommendation(s):

That the Executive Councillor:-

- 1) approves the continued commissioning of an Adult Skills and Family Learning Programme and the establishment of an Open Framework for learning providers;
- 2) delegates to the Interim Executive Director for Place authority to take all decisions necessary to admit learning providers to the Open Framework and to award specific contracts for the 2019/20 Adult Skills and Family Learning requirements to learning providers

Alternatives Considered:

- | | |
|----|---|
| 1. | Do nothing: Without commissioning the majority of the Adult Skills and Family Learning funding the Council would not be able to deliver Learning Programmes to its 6,000 learners |
|----|---|

Reasons for Recommendation:

The Adult Skills and Family Learning Service raises achievements and aspirations by providing high quality learning opportunities in a safe environment that enables learners to progress according to their ability, needs and interests. Through skillful partnership working with other Adult Education providers the provision is designed to add value, and provide inbuilt progression routes to other provision. This unique provision fills the gaps and meets the needs of Lincolnshire communities that aren't able to be met by other funded provision. From learner, Provider and local Employer feedback there continues to be a clear need for LCC to deliver this important programme to increase the skill levels of residents of Lincolnshire, giving them new career opportunities and allowing local businesses to recruit the talented employees they need to develop.

1. Background

Through a range of commissioned and directly delivered arrangements, high quality Adult Learning provision is planned to support the delivery of key strategic priorities of Lincolnshire County Council (LCC) as well as alignment to the Greater Lincolnshire Local Enterprise Partnership (GLLEP) priority of increasing skills in Lincolnshire and driving economic growth.

The Education and Skills Funding Agency (ESFA) provide an Adult Education Budget (AEB) grant annually to LCC. The Adult Skills and Family Learning Service will receive a budget of £2,005,911 for the 2019/20 academic year of which £1.4 million is allocated to the outsourcing of courses.

In line with the GLLEP, the service aims to increase the skill levels of people in our communities, giving them new career opportunities and allowing local businesses to recruit the talented employees they need to develop. The AEB enables flexible tailored programmes of learning to be made available, which may or may not require a qualification, to help hard to reach learners engage in learning, build confidence and enhance their well-being. Meeting the government's adult skills priorities the funding's principal purpose is to engage adults and provide the skills and learning they need to equip them for work, an apprenticeship or further learning.

The Learning Programme covers three key themes as below:

- Employability and Skills
- Health and Wellbeing programmes
- Improving outcomes for families through Family Learning provision

2. Purpose of Adult Learning

The purpose of Adult Learning is to develop the skills, confidence, motivation and resilience of adults of different ages and backgrounds in order to:

- Allow participants to develop their skills and confidence
- Improve health and well-being
- Encourage progression to further learning (both qualification and non-qualification programmes), volunteering and employment

3. Outcomes from LCC's Learning Programme

There are ten intended outcomes as below:

- To focus public funding on people who are marginalised and least likely to participate, including workless adults, those on low incomes with low skills and those that did not achieve at school.
- To challenge disadvantage through learning.
- To widen participation and transform people's destinies by supporting progression relevant to personal circumstances.
- To engage those from the most deprived neighbourhoods.
- To engage those target groups under-represented in Adult Learning.
- To develop stronger communities, with more self-sufficient, connected and pro-active citizens.
- To support delivery by a range of providers including the voluntary, Adult statutory and specialist sectors.
- To collect fee income from people who can afford to pay.
- To support delivery based in local Adult Learning settings, where possible.
- To allow local businesses to recruit the talented employees they need.

1.4 Governance arrangements

Governance of the Adult Skills and Family Learning programme is provided by the Service's Learning Board which includes Councillor Brailsford (deputising for Councillor Bradwell), Senior LCC Management, representation from local employers and the Department for Welfare and Pensions (DWP) and other key stake holders. The Learning Board meets quarterly and provides strategic direction and challenge, helping officers to shape provision and priorities, and monitor distribution, delivery and quality of provision.

1.5 Contract Management

The Adult Skills & Family Learning Service manages and monitors all its delivery subcontractors to ensure that high-quality delivery is taking place that meets the ESFA funding rules. A regular and substantial programme of quality assurance checks on the training provided by the delivery subcontractors is carried out to include whether the learners exist and are eligible, and involve direct observation of initial guidance, assessment, and delivery of learning programmes.

1.5.1 Data analysis

To meet ESFA targets the service is required to report on learner data, engagement with target groups and outcomes achieved. An example of the data that is reported on is included in Appendix A: Learning Dashboard. To produce this data all providers are required to upload their individual enrolment data to the Service's Management Information system which is then combined with other provider data, analysed and contained in the Service's monthly Learning Statistics workbook. Following production of the monthly statistics, the Learning Service reviews performance against each contract, on a monthly basis, including achievement of Equality and Diversity data, learning outcomes, achievements and planned end of course progression.

1.5.2 Minimum Standards of Provider Monitoring

Minimum Standards of Provider Monitoring have been agreed to maintain robust Provider Monitoring and ensure compliance with the ESFA funding guidance. These include:

- Monthly Provider contract monitoring meetings to scrutinise performance data, outcomes and budgets and to challenge providers to improve where necessary
- Joint observation on the training taking place to check the quality of provision delivered
- Mid-year contract review resulting in recommendations to Learning Board to adjust contract values where appropriate
- Termly enrolment form audit to check learners exist and are eligible for the funding
- Termly evaluation of learner feedback

1.5.3 Payment to Providers

Providers are paid against completed learners thereby minimising any financial risk to the Council. Should the quality of provision fall below the expected standards payment is withheld until remedial action has been put into place.

1.6 Audit and Inspection

1.6.1 Audit

To meet the ESFA funding requirements, the service is required to obtain an annual report from an external auditor (KPMG) to provide assurance on their arrangements to manage and contract their delivery subcontractors. The last audit was undertaken in August 2018 and resulted in one low risk observation .

1.6.2 Inspection

The service is subject to Inspection by Ofsted. The service was last inspected in April 2016 and was judged to be 'Good'. In line with Ofsted's Inspection timetable, the service is next due to be inspected by April 2021

1.7 Procurement

The Council currently has a framework in place to procure the commissioned delivery of Adult Skills and Family Learning provision. The framework was originally commissioned in 2015, was let for a 4-year period and is now coming to the end of its fourth year.

Different procurement approaches have been considered by the Adult Skills and Family Learning Service for its programme 2019/20 onwards. In general, the current approach is working well and there are no material reasons to change this approach. Prior to the start of each academic year further competitions are run through the framework to commission the delivery of the learning and skills programme ensuring that the funding for that year has been fully allocated, and that there is adequate coverage across the county in all themes. Additional further competitions are held throughout the year where gaps are identified, or if additional funding is received.

The Commissioning and Commercial Board at its meeting on 28 March 2019 supported the continuation of this approach. An Open Framework will be organised into four (4) Lots based upon the approved Learning programme and Key Learning Themes. Tenderers will indicate which Lots they wish to join as part of the Open Framework.

- Lot 1 - Employability and Skills (including IT, First Aid, Food Safety, etc.)
- Lot 2 - Health & Wellbeing programmes
- Lot 3 - Improving outcomes for families
- Lot 4 - ASB formula funded qualifications Adult Skills

It is envisaged that multiple providers will be selected for each lot and there will be no maximum number of providers who can be awarded to a lot. This will ensure the maintenance of countywide coverage and service resilience. This Open Framework operates as a pre-qualified list of suppliers, who will be invited to annual competitions for the delivery of learning programmes funded by the annual grant from the ESFA.

The Open Framework will last for an initial period of four (4) years providing a reasonable period of stability and operational delivery. At the end of the initial four (4) year period there will be the option to extend the Open Framework for an indefinite number of four (4) year periods, or other extension durations which the Council in its reasonable opinion determines as suitable to meet its business and operational needs.

1.7.1 Procurement timetable

The procurement process is intended to follow the time-line below:

Stage	Description	Indicative Timeline
1.	Contract Notice Issued	26 - April 2019
2.	Tender for the 2019/20 requirements and inclusion on the Open Framework issued	26 - April 2019
3.	Deadline for clarification questions	13 - May 2019
4.	Deadline for receipt of responses	27 - May 2019 (12 noon)
5.	Evaluation of Tenders	27 - May to 07 June 2019
6.	Decision to award for the 2019/20 requirements, and the Open Framework admissions	10 – June 2019
7.	Standstill Period	11 - 21 June 2019
9.	Call-off contracts drafted	26- June 2019
10	Initial Project Meeting(s) and implementation	w/c 01 July 2019
11	Call-off Contract Start Date	01 Aug 2019

1.7.2 Details and operation of the Open Framework

An Open Framework is an umbrella agreement with Provider(s) in order to establish the terms under which individual contracts can be awarded throughout the period of the Open Framework. LCC is establishing an Open Framework for the provision of Adult Skills and Family Learning courses and will be open to use by LCC only.

The Open Framework will be established using a procedure similar to the Open Procedure in that all suitability and tender information will be provided by the Tenderer to the Council in one submission. The Council will then evaluate that submission to determine a Tenderers suitability to join the Open Framework, as well as evaluating the Tenderers offer in relation to the management of the learning provision and the specific courses offered.

Any Tenderer who does not pass the suitability tests, or fails to provide suitable offers in relation to the management of the learning provision will be excluded from the competition and will not be admitted to the Open Framework, and the course submissions will not be evaluated.

All Tenderers who pass the suitability tests and provide suitable offers in relation to the management of the learning provision will be admitted to the Open Framework and will be eligible to tender for future requirements without having to resubmit this information. For the avoidance of doubt, any Tenderer that passes the suitability tests and provides suitable offers in relation to the management of the learning provision but fails to be awarded any specific courses for 2019/2020 will still be admitted to the Open Framework and will be able to tender for future requirements.

1.7.3 The procurement process

The procurement process consists of three separate stages, run concurrently.

Stage 1 - Assessment of completeness of submission, and Suitability Criteria

A range of pass / fail assessment criteria will be applied to the completeness of the submission and to the responses given by Tenderers to the Business Information section. The Suitability Criteria will be evaluated on a Pass or Fail basis.

Stage 2 - Proposed Working Methods

A range of questions have been posed to understand the Tenderers approach with respect to the management of the learning provision. Tenderers will be scored on their responses to the Proposed Working Methods questions. The answers to these questions will be contractually binding and will determine the way the successful Provider(s) will manage and provide the learning provision for all courses delivered by the Provider, including those awarded in the future via this Open Framework.

Those submissions that do not achieve at least the minimum score for each question will not be considered any further and will therefore not be included on the Open Framework at this time.

Stage 3 – Submission of 2019/20 Delivery Plans

Tenderers are required to submit Delivery Plans for the provision they would like to deliver for the Council.

Submitted Delivery Plans will be evaluated using the award criteria and weightings detailed in the Delivery Plan document. The award criteria is listed below:

- Recruitment of the service's target learners - unemployed, males, and learners with low/no qualifications
- Course geographical location

- Course subject and planned progression once the course has completed
- Price
- Number of guided learning hours

Following the scoring procedure, all course submissions for all Tenderers within each Lot will be sorted in descending order based upon the score out of 100%, and provisional contracts will be awarded to the highest scoring submissions until the budget allocated has been consumed by the associated costs for such courses.

Should multiple courses score the same at the point where the budget allocation is fully consumed, then contracts for all courses with that same score will be awarded.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

- * Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act
- * Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it
- * Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

- * Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic
- * Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it
- * Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

The Equality Act duty has been taken into consideration in preparing the report and whilst there is some correlation between disadvantage and a protected characteristic, such as disability, this has been mitigated by providing provision specifically for learners with learning difficulties and disabilities, as well as providing a learner support fund to reduce barriers to participation.

The Service embeds the principles of equality, diversity and human rights into its strategic and operational activities. All persons have equal access to the provision available. The requirement to meet the Equality Act duty (2010) is included in the tendering document, in the terms and conditions that the learning provider will sign up to and in the Provider Handbook. Mandatory training to give providers and tutors the knowledge and skills to meet the requirements of the Equality Act is outlined in the terms and conditions and the Provider Handbook. Monitoring is undertaken to ensure mandatory training is completed as required. Learner information on Equality, Diversity and Equality of Opportunity is provided in the Learner Handbook.

Joint Strategic Needs Analysis (JSNA) and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

As well as including specific Health and Wellbeing learning provision the programme is designed to enable flexible tailored programmes of learning to be made available, which may or may not require a qualification, to help hard to reach learners engage in learning, build confidence and enhance their well-being.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

The learning programmes are designed to increase people's skills and help them to obtain employment which can in turn contribute to the prevention of crime and disorder.

3. Conclusion

Through the very effective delivery arrangements in place, the Adult Skills and Family Learning Service continues to positively impact on the learners recruited onto its provision by providing opportunities to develop skills and confidence, improving employability and wellbeing and encouraging progression to further learning and other opportunities, as well as supporting the local economy.

Approval is sought for the ongoing commissioning of learning programmes through the establishment of an Open Framework. Delegation is sought for the ongoing decision-making necessary to implement the learning programme in terms of admitting learning providers to the Open Framework and awarding specific contracts under the Framework to individual providers. This enables a tailored, flexible approach to the commissioning of provision best designed to meet the Council's objectives and the needs of learners and communities.

4. Legal Comments:

The Council has power to commission the services referred to in the Report. The use of an Open Framework is compliant with the Council's procurement obligations.

The decision is consistent with the Policy Framework and within the remit of the Executive Councillor.

5. Resource Comments:

Costs to deliver the Adult Learning programme are met from external grant and consequently funding is available to support the contracted costs.

6. Consultation

a) Has Local Member Been Consulted?

n/a

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

This decision will be considered by the Environment and Economy Scrutiny Committee at its meeting on 21 May 2019 and the comments of the Committee will be reported to the Executive Councillor before she reaches her decision.

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the Report

7. Appendices

These are listed below and attached at the back of the report	
Appendix A	Adult Learning Dashboard

8. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 were used in the preparation of this Report.

This report was written by Thea Croxall, who can be contacted on 01522 550381 or Thea.croxall@lincolnshire.gov.uk.

FEBRUARY 2019

Adult Skills and Family Learning Performance Dashboard

(based on data extracted from TERMS MIS on 25/02/19)

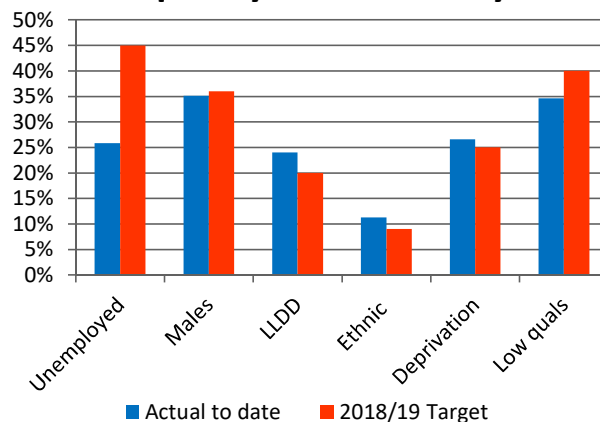
Learner Engagement

Number of Enrolments	2017/18	2018/19 (target)	2018/19 (ytd)	RAG
Qualification Progs	479	614	316	★
Adult Skills	7,916	8,416	3,709	★
Family Learning	517	569	324	★

Note: Family Learning data relates to Directly delivered provision only

2018/19 Total Learners to date = 3,287

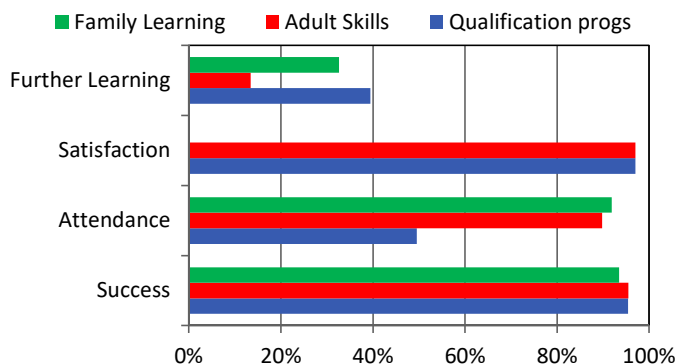
Equality and Diversity



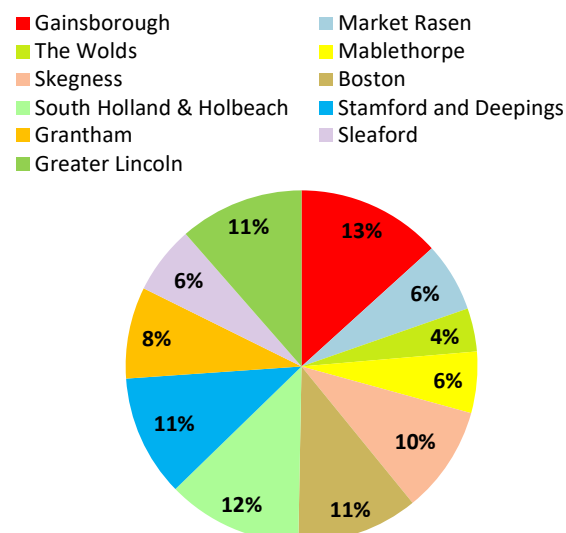
Commissioning Themes

Percentage of provision	2018/19 (target)	2018/19 (ytd)	RAG
Supporting the Local Economy	75%	73%	★
Wellbeing Programmes	20%	23%	★
Improving Outcomes for Families	5%	4%	★

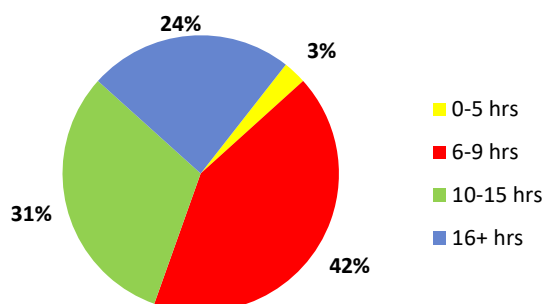
Outcomes Data



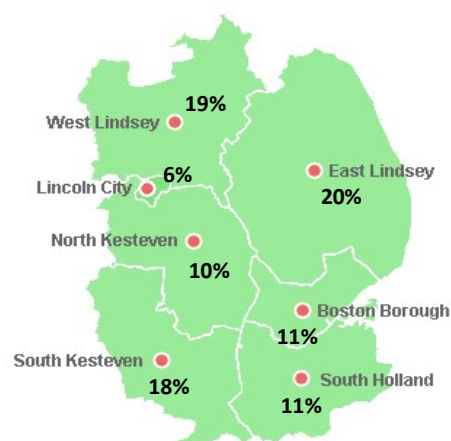
Location of Courses



Guided Learning Hours



Learner Distribution



A further 5% of enrolments were from Learners who live outside of the County of Lincolnshire

Overall Effectiveness of Provision

Effectiveness of Leadership & Management	1
Quality of Teaching Learning & Assessment	2
Personal development, behaviour & welfare	1
Outcomes for Learners	2

Adult Skills and Family Learning Performance Dashboard Quality Improvement Plan and Key Service Performance Indicators

Overall Status of Improvement Plan Activities

Aspect for Development	★	●	◆
Self Assessment Report Key Areas for Improvement		4	
Other Service specific Improvement Priorities		2	
Performance and Information Management Improvement Priorities		2	
Adult Skills and Family Learning Whole Service		8	

Achievements in Autumn 2018

- Analysis of deprivation data has identified target schools where additional Family Learning programmes could be delivered
- The process to recruit a new Family Learning Development worker to support new schools has begun
- Awareness of the Family Learning qualification offer was raised at the December Tutor meetings and via the tutor newsletter
- The current success rate across Family Learning is 93% (of 46 starters, 43 achieved)
- ★ 746 qualifications were achieved by adults compared to a target of 740 (LCC Council Business Plan Q3 performance)
- Awareness about improved target setting was provided to both Family Learning tutors and their learners
- ★ Only 8% of all leavers across the whole of Adult Skills and Family Learning recorded a destination of not known
- ★ Robust data audit processes and routines have been established in support of KPMG audit expectations
- ★ A dashboard approach in relation to Performance reporting has been developed to support Learning Board scrutiny
- TERMS MIS has been procured and training has been provided to ensure it is used across the whole service

Actions to progress in Spring 2019

- Target setting support for Providers' Tutors (training, handout, resources) to be delivered in 18/19
- ◆ To date, 28% of leavers on Family Learning programmes recorded a destination of unknown compared to the target of 10%
- ◆ To date, 31% of leavers on Qualification programmes recorded a destination of unknown compared to the target of 10%
- Project Officers to review intended destination recording via end of course paperwork and follow up with tutors as appropriate
- An Employer Engagement Action Plan is to be developed to ensure curriculum offer reflects local employer needs
- A Development Plan is being created to ensure new functionality available within TERMS is fully utilised

A Learner Story Inspirational Employability Visit

Aaron came into the CLIP Mablethorpe centre in January to look at what qualifications were on offer and after discussion decided to enrol onto the Hospitality & Customer Service Level 1, Food Safety Level 1 and the Employability programme – Get into Hospitality, which as part of the programme offer, included an employer visit to Butlin's. Aaron was really inspired by the talks given on the day, and was in awe when the chef told the group that he started as a trainee 6 years ago, and had worked his way up. From that moment Aaron decided that is what he wanted to be and decided to apply for a trainee chef position that was being advertised at that time. Due to his enthusiasm and involvement on the employability visit he was offered the position almost immediately. Aaron has now gained his Level 1 qualification in Hospitality and Customer Service and his Level 2 Food Safety certificate and is very excited as he will be working towards his NVQ in prepping and cooking and his aspiration is to be a head chef in 6 years' time! The impact of the employability course was huge and helped Aaron decide on a career path after being in and out of short term, temporary jobs.

Adult Skills and Family Learning Performance Dashboard February 2019 Position Statement

Key Strengths

- Governance continues to be particularly strong with expectations of high standards for both staff and learners.
- Carefully selected providers, as well as very good partnership working, to facilitate progression across funding streams
- Highly effective support of sub contracted Providers and Family Learning tutors, as well as robust commissioning and quality assurance, that delivers positive outcomes for all learners on programme
- Well used data and management information systems to support quality improvements, spread and take up of provision
- Very good curriculum planning and qualification offer to engage hard to reach learners in areas of deprivation, as well as learners in geographically isolated areas, ensures that provision is relevant and local to all learners.
- Very good, supportive, learner centred provision leading to high levels of learner satisfaction, together with increased confidence and self-esteem enabling learners to progress confidently to their next stages in learning
- Wide variety of inspiring teaching and learning methods that challenge our hard to reach learners to develop skills that enable them to succeed in their currently learning and progress to positive destinations
- Good progression of learners relative to their starting point resulting in consistently high levels of achievement of vocational qualifications, success, retention and attendance, including those from minority and targeted groups

Key Areas for Development

- Insufficient recording of intended destination to fully evaluate the impact of the provision
- Insufficient Family Learning partnership working to reach all learners who would benefit from the outcomes available through Family Learning programmes
- Improved recognition of the development of employability skills through Family Learning provision to enhance learners' progression and career aims
- Inconsistent accreditation offer across the Family Learning programme impacting on Learners' access to external qualifications

Improvement Priorities

- Continue to increase sub-contracting arrangements with new providers to widen the Adult Learning programme and meet our contractual arrangements with the Education and Skills Funding Agency
- Work with Procurement Lincolnshire to devise an appropriate commissioning framework to allow the Service to procure the services of Learning Providers to deliver on the changing local, regional and national learning and skills priorities over the next 5-years, and report out at District level
- Continue to extend partnership arrangements with schools and agencies to extend the reach of the Family Learning programme
- Review and update the Service's Curriculum Strategy to meet the changing Ofsted requirements
- Review the evidence collected to ensure it will allow the Service to make judgements against the new Ofsted Education Inspection criteria.
- Provide appropriate training to ensure English and maths Functional Skills tutors are prepared to begin delivering the new Functional Skills standards in August

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**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Digby Flood Alleviation Scheme

Summary:

This item invites the Environment and Economy Scrutiny Committee to consider a report regarding Digby Flood Alleviation Scheme. This report is due to be considered by Councillor C J Davie, Executive Councillor for Economy and Place and Councillor M J Hill OBE, Leader of the Council between the 5 and 12 June 2019.

The views of the Environment and Economy Scrutiny Committee Scrutiny Committee will be reported to the Executive Councillors as part of the consideration of this item.

Actions Required:

- (1) To consider the attached report and to determine whether the Committee supports the recommendations in relation to the Digby Flood Alleviation Scheme.
- (2) To agree any additional comments to be passed to the Executive Councillors in relation to this item.

1. Background

This report provides a summary of the Digby Surface Water Flood Alleviation Scheme (Digby SWFA scheme).

The full Executive Councillor report is attached at Appendix 1 to this report.

2. Conclusion

Following consideration of the report, the Environment and Economy Scrutiny Committee is requested to consider whether it supports the recommendations in the report and whether it wishes to make any additional comments to the Executive Councillors.

3. Appendices

These are listed below and attached at the back of the report	
Appendix 1	I018046 – Digby Flood Alleviation Scheme

4. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Charlotte Hughes, who can be contacted on 01522 555586 or charlotte.hughes@lincolnshire.gov.uk

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Councillor C J Davie, Executive Councillor for Economy and Place
Date:	Councillor M J Hill OBE, Leader of the Council 5 – 12 June 2019
Subject:	Digby Flood Alleviation Scheme
Decision Reference:	I018046
Key decision?	Yes

Summary:

This report provides a summary of the Digby Surface Water Flood Alleviation Scheme (Digby SWFA scheme). It discusses the background to the scheme, why the scheme is required and the key benefits it provides.

The paper seeks approval of the capital scheme appraisal by the Leader of the Council and approval to the carrying out of the construction works for the scheme from the Executive Councillor for Economy and Place.

Recommendation(s):

That:

- (1) The Leader of the Council approves the capital scheme appraisal for the Digby Surface Water Flood Alleviation scheme.
- (2) The Executive Councillor for Economy and Place approves, in principle, the carrying out of the Digby Surface Water Flood Alleviation scheme and delegates to the Executive Director of Place, in consultation with the Executive Councillor for Economy and Place, the approval of the final award of a contract and the final terms of the contract for the works.

Alternatives Considered:

- | | |
|----|--|
| 1. | Not to proceed with the scheme will result in the flood alleviation works not being completed and the inevitable consequence that properties will continue to be at risk from future flooding. |
|----|--|

Reasons for Recommendation:

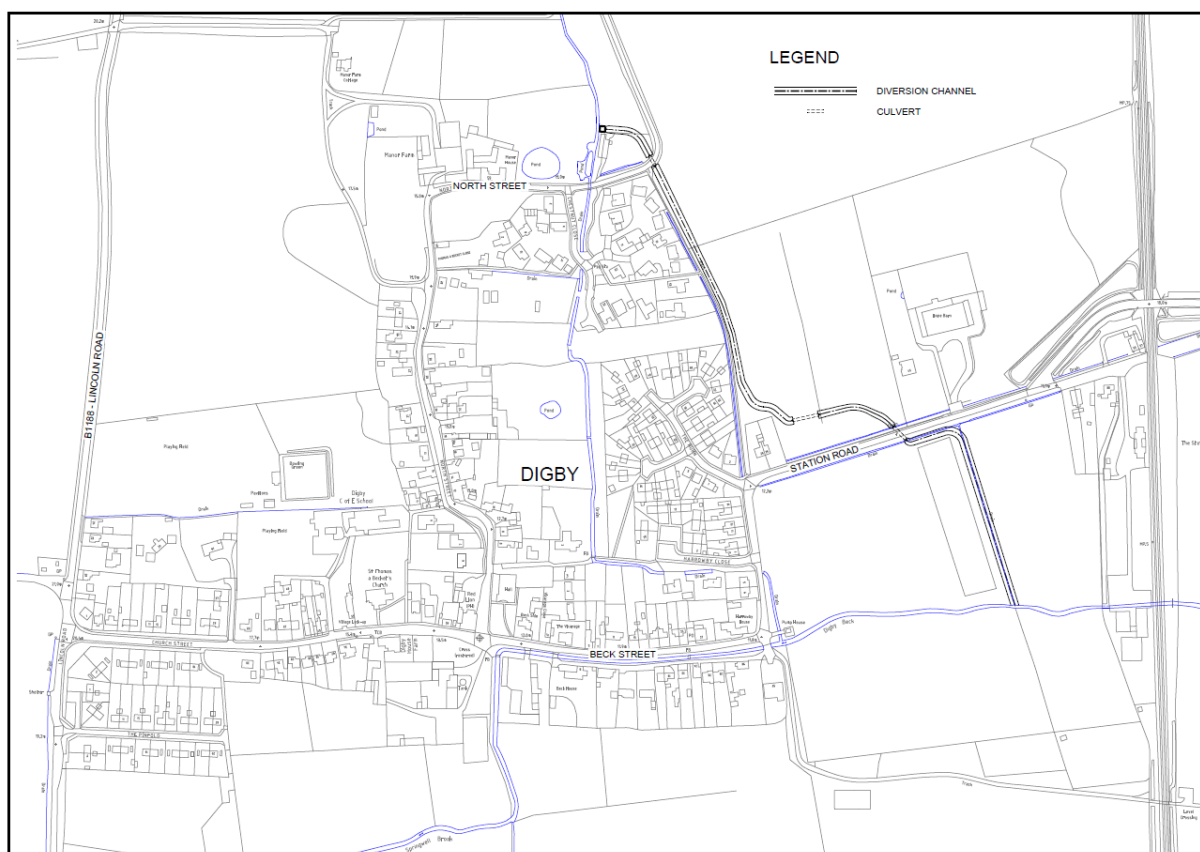
Approving the scheme will address the issue of surface water flood risk to local properties to help protect them from future flooding.

1. Background**Overview of Digby flood alleviation scheme**

- 1.1 Lincolnshire County Council as the Lead Local Flood Authority is investigating solutions for key towns of Lincolnshire that have suffered flooding. One such scheme that we are progressing is in the village of Digby.
- 1.2 20 properties in Digby were internally flooded by surface, river and sewer water on 28th and 29th June 2012 following high levels of rainfall. Areas affected were Beck Street, The Hurn and North Street. Other properties have been identified as also being at risk from flooding from surface water and watercourses.
- 1.3 Lincolnshire County Council's Technical Services Partnership is leading the design and supervision of the scheme.
- 1.4 The scheme is being jointly funded by: LCC, Anglian Water and Defra, through a process administered by the Environment Agency.
- 1.5 The key aim of the scheme is to help reduce the risk of future flooding and thereby protect 53 homes from flooding.

Summary of works (see enclosed plan)

- 1.6 Below is a summary of the Digby surface water flood alleviation scheme:
 - New overflow diversion channel approximately 674 metres long, from North Branch (upstream of North Street bridge) to an improved watercourse at Station Road and on to discharge into Digby Beck downstream of the village.
 - New pre-cast concrete rectangular box culverts on the diversion channel under North Street and Station Road.



Scheme Benefits

- 1.7 The primary aim of the scheme is to reduce the frequency and consequences of future flooding to 53 properties in the village.

In addition, Witham 1st IDB will be undertaking the future maintenance of just the grass channel and the box culverts under the highway will be adopted and maintained by LCC.

Programme of works for whole scheme

- 1.8 The construction programme would be approximately four to six months. The programme for the scheme is as follows:
- Tender: early June 2019
 - Scheme award: mid July 2019
 - Site: early September to end January 2019

Traffic Management

- 1.9 For the public highway elements of the scheme there will be suitable traffic management (TM) in place during the works. The following items will be put in place to manage the TM:
- Advanced Signage;
 - Detailed communications during and ahead of the diversion;
 - Large signs to advertise the name of the scheme and dates e.g. "Digby Surface Water Flood Alleviation Scheme" (similar to signs put up at Middle Rasen Surface Water Flood Alleviation Scheme).

Tendering process

- 1.10 It is proposed to tender the scheme via Lincolnshire County Council's *Select List Framework for Highways*.

Scheme costs

1.11 The total construction (and risk) and site supervision costs are estimated at £826,600. Below is a breakdown of these costs:

Summary	Costs
Works	£748,400
Supervision	£78,200
Total	£826,600

Funding Summary

1.12 Funding towards the cost of the improvement project is made up of a combination of funding sources as identified in the table:

Works

Funding Source	Funding Value
LCC Capital flooding budget	£379,730
Anglian Water Services	£63,750
Flood Defence Grant in Aid (FDGIA)	£383,120
Total scheme budget	£826,600

Approvals required

1.13 As part of this paper we are seeking approval from the Executive Councillor for Economy and Place approval in principle to the carrying out of this scheme and approval from the Leader of the Council of the scheme appraisal for the scheme.

1.14 The scheme is based on a cost estimate and includes risk and optimism bias for factoring of unknowns during the tender process. The total scheme cost is estimated as £826,600. The final decision whether to award a contract for the scheme would be delegated to the Interim Executive Director in consultation with the Executive Councillor under recommendation 2. That final decision would only be taken after tenders are returned and the position on funding is known.

2. Legal Issues:

Equality Act 2010

Under section 149 of the Equality Act 2010, the Council must, in the exercise of its functions, have due regard to the need to:

* Eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under the Act

* Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it

* Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

The relevant protected characteristics are age; disability; gender reassignment; pregnancy and maternity; race; religion or belief; sex; and sexual orientation

Having due regard to the need to advance equality of opportunity involves having due regard, in particular, to the need to:

* Remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic

* Take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it

* Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to tackle prejudice, and promote understanding

Compliance with the duties in section 149 may involve treating some persons more favourably than others

The duty cannot be delegated and must be discharged by the decision-maker. To discharge the statutory duty the decision-maker must analyse all the relevant material with the specific statutory obligations in mind. If a risk of adverse impact is identified consideration must be given to measures to avoid that impact as part of the decision making process

An Equality Impact Analysis has not been undertaken. This work is considered neutral in its impact on protected characteristics groups.

Joint Strategic Needs Analysis (JSNA and the Joint Health and Wellbeing Strategy (JHWS)

The Council must have regard to the Joint Strategic Needs Assessment (JSNA) and the Joint Health & Well Being Strategy (JHWS) in coming to a decision

Consideration has been given to the JSNA and the JHWS and as can be seen from the scheme description of the works, the scheme will have positive benefits for both the health and wellbeing of local residents.

Crime and Disorder

Under section 17 of the Crime and Disorder Act 1998, the Council must exercise its various functions with due regard to the likely effect of the exercise of those functions on, and the need to do all that it reasonably can to prevent crime and disorder in its area (including anti-social and other behaviour adversely affecting the local environment), the misuse of drugs, alcohol and other substances in its area and re-offending in its area

The works are considered to have a neutral impact on the Crime and Disorder Act 1998.

3. Conclusion

It is recommended that the Executive Councillor for Economy and Place approves proceeding with the Digby flood alleviation scheme and the Leader of the Council approves the Scheme Appraisal set out in this Report.

4. Legal Comments:

The Council has the power to carry out the works proposed. The decisions are consistent with the Police Framework and within the remit of the Leader of the Council and Executive Councillor.

5. Resource Comments:

Accepting the recommendation to carry out this flood alleviation scheme, will commit the council to costs as set out in the body of this report. The budget for this scheme is within the capital programme approved by the Council.

6. Consultation

a) Has Local Member Been Consulted?

Yes

b) Has Executive Councillor Been Consulted?

Yes

c) Scrutiny Comments

The decision will be considered by the Environment and Economy Scrutiny Committee at its meeting on 21 May 2019 and the comments of the Committee will be reported to the Leader of the Council and the Executive Councillor before they reach their decisions

d) Have Risks and Impact Analysis been carried out?

Yes

e) Risks and Impact Analysis

See the body of the Report.

7. Background Papers

No Background Papers within the meaning of section 100D of the Local Government Act 1972 have been used in the preparation of this Report.

This report was written by Charlotte Hughes, who can be contacted on 01522 555586 or charlotte.hughes@lincolnshire.gov.uk.

**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Team Lincolnshire Ambassador Programme 2019/20

Summary:

To update members of the Environment and Economy Scrutiny Committee on the Team Lincolnshire programme to attract investment into the County.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider and comment on the Team Lincolnshire Ambassador Programme 2019/20 and endorse the proposed Events plan (Appendix A).

1. Background

Team Lincolnshire is a partnership between the private and public sector brought together with the purpose of attracting and supporting business investment in Lincolnshire. Its concept is that all members become Lincolnshire ambassadors and by collaborating together it gives them a much stronger and passionate voice. The programme evolved from a number of property and construction businesses attending MIPIM, a major international annual property show, five years ago. Providing sponsorship monies to support the LEP's attendance at MIPIM has enabled Greater Lincolnshire to be not only represented within the Midlands UK pavilion, but also to hold its own events outside of the exhibition targeting investors, developers and intermediaries.

Set up in 2017 with an official launch on 30th November 2018, the Team Lincolnshire Ambassador Programme is a key element of the promotional work undertaken by Lincolnshire County Council and the GLLEP to achieve the objectives of creating 13,000 new jobs, helping 22,000 businesses to grow and building 100,000 new homes by 2030 as set in the GLLEP's Strategic Economic Plan.

The purpose of forming an ambassador programme is:

- To promote the area to attract inward investment into the region with members using tools provided to them so that we are all using and saying the same message to potential investors, developers and intermediaries
- To create more business and collaborative opportunities for members

- To provide "added value" events and information to members to help them to grow their business and create new jobs

This paper covers the following items:

- Where we are now
- Where we would like to get to
- Rolling out the programme across Lincolnshire County Council
- Outcomes

Where we are now

Membership has grown incrementally and the programme now has 94 members. Members come from the following sectors:

Agri- food (3)	Solicitors (7)
Manufacturing (7)	Accountants and Architects (13)
Property and Construction (32)	Graphic design (3)
Pharmaceutical (2)	PR and Marketing (4)
Other (22)	Universities (1)

We have also attracted some well-known Lincolnshire brands such as Lincoln City Football Club and the New Theatre Royal in Lincoln as well as a number of foreign owned businesses through our account management programme.

Our main thrust has been to concentrate on a number of key investment messages to promote the area - focusing on facts such as property prices overheating in the South East with rent and land values ever increasing - and that companies and investors looking for opportunities can gain healthier returns and potentially face less risk for their investment in Lincolnshire.

Lincolnshire County Council and the LEP has utilised the ambassador programme as a platform to share the message that Greater Lincolnshire can offer a softer landing for companies wishing to invest than many other areas of the UK. Commercial land and property values are considerably less than the rest of the UK, and we have a thriving, supportive business community with access to a healthy supply chain and a skilled workforce.

We have equipped Team Lincolnshire members with knowledge and intelligence on a local level and are working with the District Councils and unitary authorities of North and North East Lincolnshire to produce pop-up events in each area.

We have ensured that all our intermediaries are aware of all of the infrastructure and investment projects that are taking place across the area. Team Lincolnshire members have been encouraged to use the tools such as www.promotelincolnshire.com to enable them to engage with businesses to promote their offer and Lincolnshire's assets and the Team Lincolnshire website.

We are already seeing tangible results from some of the business development and facilitating we have undertaken with Team Lincolnshire. An example of this is the Apart Hotel which has just opened in 'One the Brayford'. The building was constructed by a number of Team Lincolnshire members, but in addition we were

introduced to a developer, Mr Carl Bridge, through an additional Team Lincolnshire member Roythornes. We have since facilitated a meeting between Team Lincolnshire member Jackson and Jackson with Mr Bridge and as a result Lincoln's first Apart Hotel has opened.

Finally we have recognised that regular communication with our members is of utmost importance and we have established both social media and PR campaigns which include monthly newsletters.

Our key objective is to attract inward investment to Greater Lincolnshire as we are aware that many potential investors outside of the region still don't recognise Greater Lincolnshire as a legitimate contender for investment. Our events are an excellent way of reaching out to this untapped audience, which is why we have invested in regional, national and international events such as MIPIM UK, 2 events in London, MIPIM Cannes and a very well received event in Birmingham where we worked closely with Department of International Trade and the Midlands Engine.

The approach to each of these events, when inviting potential guests has been extremely targeted and researched, and we have sourced a number of key contacts from outside of the region either using our members' knowledge, organisations such as Midlands Engine and our own research and business development work. We maintain a robust follow up ethic to all of our events. A testament to the work we have undertaken is the number of new members we now have and the positive feedback we receive from members specifically regarding events.

Where we would like to get to

We recognise that a lot of ground work has now been covered but we want to strive to achieve tangible success and investment via our members and the work we undertake. Therefore our plan for 2019/20, as part of the first year of a new 3 Year Plan for the programme, is to:

- Focus on the outcomes i.e. generating inward investment for the region
- Create a Community
- Create content and platforms which are relevant for its members
- Create a buoyant social media presence

We see the following elements as the next steps for our programme:

1. Robust account management of our Team Lincolnshire members and our foreign owned businesses
2. Events which will push through our investment message as well as recruit new members
3. Feedback from members through questionnaires and a focus group
4. PR/Social Media providing valuable insightful information to our members
5. Website and Promotional Items

Rolling out the programme across Lincolnshire County Council

Team Lincolnshire is now starting to be recognised by other directorates in Lincolnshire County Council. We will explore ways in which the intelligence and momentum the ambassador programme brings could potentially serve different departments and how by working together we can achieve our growth targets through our investment work using the knowledge and expertise of colleagues in other areas eg property to help facilitate and service our investment enquiries.

We can break this down into three categories:



The Investment Team in Economic Development specifically covers the '**clients**' aspect of the 3Cs. It is our business development and business relationship expertise and our product knowledge that can be used to assist in other areas of Lincolnshire County Council. Examples of this include heritage, education and property bringing in private sector expertise and/or private sector investment to help unlock or work in partnership with on infrastructure and/or other types of projects.

Contacts –In order to achieve this we need to educate and inform other key decision makers in the directorates within the Council about the Team Lincolnshire programme and identify staff within each department who can lead on this and be available to support investment enquiries which are generated by the client side of the Team Lincolnshire operation.

Our **campaigns** can be supported by the Team Lincolnshire ambassador programme. For example we can use our members to lobby for new services and new investment to the county via well planned, relevant and targeted promotional campaigns or to gather testimonials to support new highways infrastructure.

Outcomes

It is imperative that as part of managing the Team Lincolnshire ambassador programme we are clear and focused as to what our outcomes should be:

- To attract investment and development across the region

- To promote Greater Lincolnshire as an attractive place to live/work and invest
- To nurture the local supply chain
- To maintain a healthy membership base and create a 'community'
- To increase membership outside the property and construction sector.
- To make the Team Lincolnshire Ambassador Programme a recognisable presence across Greater Lincolnshire and the Midlands.

2. Conclusion

A public/private sector partnership that stimulates growth and helps sustain the economic future of the region is already gaining a reputation amongst our members and developers and investors from further afield.

We want companies to associate the brand with the following:

- High quality events and networking opportunities with high calibre guests
- A channel to a quality supply chain throughout Lincolnshire
- An ambassador programme that promotes the entire region of Greater Lincolnshire and their business

Through strong leadership and a robust Ambassador Programme we aim to have Team Lincolnshire viewed and understood as a credible, innovative programme of activities which benefit not only members, but also the growth objectives of Lincolnshire County Council and the Greater Lincolnshire LEP.

3. Consultation

a) Have Risks and Impact Analysis been carried out??

Yes

b) Risks and Impact Analysis

Not progressing with this important piece of work will mean Greater Lincolnshire will continue to under sell itself and will fall behind other areas in terms of investment, funding and incoming skills. A lack of buy-in from important stakeholders could create a barrier to growing the partnership and therefore to not securing enough funding.

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Events Plan for 2019/20

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Jill McCarthy, who can be contacted on 01522 550609 or jill.mccarthy@lincolnshire.gov.uk.

Appendix A

TEAM LINCOLNSHIRE PROPOSED EVENTS PLAN FOR 2019/2020

Month (date in known)	Event
10 th June	MIPIM 2019 Debrief meeting for sponsors
13 th June (tbc)	Joint event with South Kesteven District Council
12 th July 2019	LEP Annual Conference
Date tbc	Joint event with South Holland District Council
12 th September	East Midlands Property Awards Dinner in Nottingham
Date tbc	Joint event with North Lincolnshire and North East Lincolnshire Councils
2 nd October 2019	PIPIL Networking event - Property in People in Lincoln
15 th October 2019	MIPIM UK in London
17 th October 2019	Lincolnshire Media Business Awards Dinner at the Lincolnshire Showground
5 th November 2019 – date tbc	Event in Leeds
13 th November	RICS Property Dinner in Lincoln
29 th November	Joint event with Fraser Brown, Nottingham
4 th December 2019	PIPIL Networking Event - Property in People in Lincoln
January 2020	Lincolnshire Property Expo, Lincolnshire Showground
Date tbc	Joint event with East Lindsey District Council
Date tbc	Joint event with Boston Borough Council
February 2020	Lincolnshire in London Event
Date tbc	Lincolnshire Property and Construction Awards Dinner, Lincoln
4 th March 2020	PIPIL Networking Event - Property in People in Lincoln
10 th to 13 th March	MIPIM Cannes

Joint events with City of Lincoln Council, North Kesteven District Council and West Lindsey District Council (Invest Gainsborough). These will be organised during 2019/20 if there are available dates or 2020/21.

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**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Project Outline for Market Deeping Grow-On Business Space

Summary:

As a result of a demand study and subsequent debate at Environment & Economy Scrutiny Committee in 2017, further exploration has taken place around the potential need for a grow-on facility to complement Eventus Centre for Business and Innovation, Market Deeping.

The recent findings of a place-specific feasibility study indicate a market need in the catchment area and provide an initial development appraisal as a basis to inform the project.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider the emerging direction of the project and the next steps summarised in the report and recommend

1. Background

Context

In September 2017 a report was debated at Environment and Economy Scrutiny Committee, regarding an Economic Infrastructure Commissioning Strategy and Activity Plan for 2017 to 2021. The strategy was prepared using consultancy research, consultation with the business community and councillor workshops. It focused particularly on: analysing the availability of current sites and premises; mapping patterns of demand; highlighting gaps in provision and spotlighting market failure.

Whilst the scope of the consultancy analysis was County-wide, it was suggested that, without intervention, South Kesteven would not be capable of meeting its own growth aspirations. Furthermore, the Deepings were referenced as locations to be promoted to take account of their strategic significance.

This market intelligence, coupled with the success of the Eventus Centre for Business and Innovation, has prompted the need for a greater understanding of the potential scale and nature of requirements for a grow-on facility at Market Deeping.

Eventus is a part-ERDF funded, managed workspace located at Northfields Industrial Estate, Market Deeping, which opened in 2010. It comprises 40 offices suites ranging from 15sq m (160sq ft) to 141sq m (1,500sq ft), meeting rooms, a café and communal facilities to encourage collaborative working. This is supplemented by a virtual tenancy service, allowing businesses to take advantage of many of the centre's services without the cost of occupying premises.

A function of Eventus is to enable companies to establish, before eventually moving to larger, more independent space; without an exit policy and/or the availability of grow-on space, companies often stay and expand, and the original function as a launch pad for business is diminished.

Occupancy levels at Eventus have been consistently high; furthermore, in the past 18 months, a number of tenants have registered their interest in moving to larger units. There have been a further number of enquiries in that time, from prospective tenants requiring space. Additionally, higher level studies undertaken in the past three years have provided a strategic picture and indication of potential latent demand. South Kesteven District Council supports this view and welcomes the potential development.

Evidence of need

To support the existing, wider intelligence, a place-specific feasibility study was commissioned in March 2019.

The scope of the study was to provide:

- a picture of current market supply and demand across a defined catchment area*;
- an outline development concept;
- a review of the current function and layout of Eventus (in the context of supporting a new facility) and;
- a headline development appraisal

* the wider market area between Bourne, Stamford and the edge of Peterborough.

Headline findings include the following:

- **Across the catchment area there is little provision of modern, grow-on type business space (judged to be in the 1,000-4,000 sq ft range)**
- **The transactional evidence, coupled with responses from Eventus occupiers and commercial property agents, points to an ongoing demand for office space**

No dedicated **office** space (other than Eventus) has been identified in Market Deeping; rather, provision is located in converted retail space or above shops in the town. As of April 2019, there was no vacant floorspace being marketed (i.e. there is no supply). There are four **industrial** units on the market in Market Deeping, totalling 20,091 sq ft, three of which are located on Northfield Industrial Estate. The sizes are 728, 2325 and two of 8,519 sq ft, respectively; only one of which is within the grow-on space range.

In Bourne, there is no vacant office space to meet any ongoing demand. Grantham, the largest proximate market, can only demonstrate around two years of forward supply, whereas nearby Stamford can demonstrate around only one year of forward supply. North Peterborough can demonstrate up to four years of forward supply, however following consultation with local agents, as well as survey returns from current Eventus occupiers, market demand indicates that this location is not one that can satisfy latent demand in either Market Deeping or other proximate locations.

Similarly for industrial provision, when activity is compared to the current supply, there is a clear lack of choice and actual stock to meet market demand. Bourne has one month's supply, Grantham, six months, and Spalding a year. Only North Peterborough has any sizeable forward supply with around three years.

Existing tenants were invited to respond to a survey aimed at establishing satisfaction with the current premises and any plans for future expansion /relocation. Six reported a desire to grow into larger premises within at least the next three years, with one reporting a desire to grow within the next 12 months. Most detailed that the existing Eventus building would be the blueprint for what they would need in the future.

All respondents commended the facilities of Eventus as the reason for establishing a base there, noting especially the provision of utilities, the managed reception, postal services and café. In general, location also played a significant role, with most suggesting Eventus was close to home and/or their immediate client base.

When the current floorspace requirements are totalled from these companies alone, over 20,000 sqft could be required. It should be stressed that a range of size requirements were given, and they represent a desire to expand by businesses, rather than being firm requirements. However, from this sample it is clear that companies in Eventus are succeeding and at some point, will expand.

The sizes of premises required by these businesses are:

- 549-1,076 sqft (two requirements)
- 1,078-2,153 sqft (three requirements)
- 2,164-5,382 sqft (one requirement)

Consultation with local agents suggests that there is reasonable local demand for both small office and industrial premises in Market Deeping and common

catchment of Bourne and Stamford. Businesses seeking space locally will normally consider all three towns equally. Thus, Market Deeping will attract occupiers from Stamford and Bourne, but also lose occupiers to these settlements if the premises offer is not available. (Stamford and Bourne are popular local areas with plenty of latent demand for small space, but with little/no market supply).

Whilst there is a modest office market outside Peterborough, there is a need for good quality grow-on space.

Peterborough, either the northern edge or the City Centre itself, tends to be self-sufficient in its own, insular market. City Centre occupiers tend not to look outwards, and rural occupiers would prefer not to pay premium rents. Thus, the South of South Kesteven is not losing many occupiers to the City and indeed may gain some who are priced out of the urban area. If City Centre occupiers were to consider rural locations however, they would expect a good level of on-site parking as standard, since Market Deeping has no rail station.

Amenities are important to occupiers – good access and internet access (fibre as standard) are the most important features occupiers are looking for, alongside parking. Businesses will not be pulled from Peterborough, for example, if rural options didn't provide them with a greater supply of parking; this should be a key feature of any new development.

Agents are marketing Peacock Court on Northfields Industrial Estate - a 1950/60s industrial scheme. There is limited availability and a waiting list on those, which come around infrequently.

There is demand for trade and hybrid space with an element of offices.

Further development would be welcomed – however specification would need to be full of character and benefit from lots of amenities in order to entice occupiers.

Eventus is a good blueprint for any future development.

2. Project Outline

Objectives

The main objectives for the project are to:

- create the appropriate infrastructure for growing businesses to expand and fulfil their potential; and in doing so
- release existing business space to support new businesses and start-ups
- give confidence to the market and provide a catalyst for private investment

Description

The outline concept is to complement Eventus Centre for Business and Innovation with the construction of a grow-on facility in close proximity, enabling both to benefit from a level of co-management and support.

Whereas Eventus is a fully managed workspace run by LCC, it is envisaged that the grow-on facility would seek to provide a more independent level of serviced accommodation, designed to support existing Eventus tenants in expanding. This would also be managed by LCC as part of its commercial property portfolio.

The feasibility study reports the need for (up to) 25,000 sq ft of new space, comprising a potential 20,000 sq ft requirement from existing tenants and 5,000 sq ft of space for other businesses. As an initial indication, this would equate to a two-storey building and car park, requiring a footprint of around 2-3 acres.

Further, a review of the current configuration of Eventus reports that approximately 30% of the building is given over to common areas, service space and the café, whereas a more self-contained office would typically be designed to achieve a gross:net ratio closer to 15%. Whilst the original spirit of a prestigious and collaborative business environment should be preserved, there is some reorganisation work that would not only optimise space but then also better support a grow-on facility.

Financial resources

The current budget, as allocated by LCC as part of the budget setting process, is **£1,500,000**.

An Outline Business Case was submitted to the GL LEP in December 2018; consequently the project has been included within the GL LEP pipeline under the theme of Business and Innovation, for future consideration should further funding opportunities arise.

Other external funding sources will be investigated during this exploratory phase of the project.

Project costs

If the total projected level of demand was to be satisfied, using comparable build costs, it represents an estimated project cost in the region of £9,000,000. This should be regarded as a useful starting point from which to consider scalability of provision and / or a phased approach to reflect available resources (detailed below).

In addition, space optimisation at Eventus would incur costs. These have yet to be scoped out, but could potentially be met – at least in part – by extra revenue generated by lettable space.

Outline Project Timetable

(Subject to the timely acquisition of additional capital resources)

Milestone	Date
FEASIBILITY STAGE	
Present Project Outline to E&E Scrutiny Committee	May '19
Continue exploration stage (funding, Eventus reconfiguration, Utilities, route to procurement, pre-application planning advice)	May / Jun '19
Prepare detailed business case to inform decision making	May / Jun '19
Establish Project Board	Jun / Jul '19
DESIGN STAGE	
Commission detailed design and costings	Jul - Oct '19
Submit full planning application	Nov '19
Procurement & tendering process	Dec '19 / Jan '20
Contract award	Feb '20
Start construction	May '20
Complete construction	Jan '21
Formal opening	Feb '21

Risk

Risk	Owner	Probability	Impact	Mitigation
Private land acquisition: if land is in private ownership, necessitating land acquisition.	LCC	High	High	Select an LCC owned site, but proximity to Eventus and associated support mechanisms may be greatly diminished.
Failure to secure sufficient funding	LCC	Medium	High	Revisit project milestones to enable additional funding to be sought / consider funding models and delivery options / take a phased approach to delivery / consider reducing the scale of the facility if acceptable benefits can be realised.
Utilities: Network capacity to serve new development	LCC	TBC	TBC	
Utilities: timescales	LCC	TBC	TBC	

Project benefits

The project's outcomes will be refined and agreed as the development work progresses. The types of indicators will be:

- New Jobs Created (up to 250 FTE based upon 25,000 sq ft facility)
- Commercial floorspace constructed and occupied (up to 25,000 sq ft in total)
- Businesses assisted to improve performance
- GVA Uplift (up to £4.7m based upon 25,000 sq ft facility)
- Area of land redeveloped
- Land value uplift
- Social Value indicators (e.g. increasing employment opportunities for local people, more opportunities for local SMEs, increasing take up of social value delivery and measurement within the supply chain)

Areas for consideration

A steer is welcome on the following areas:

➤ **Project approach**

With the current budget allocation and *potential* funding from the GL LEP, it is possible that a budget of around £3,750,000 could be assembled.

Option 1: develop a project which is reduced in scale (for instance a 10,000 sq ft facility) and which delivers a proportional reduction in benefits. (The design could be future-proofed to an extent, to take into account further phases).

Option 2: explore financial models/delivery mechanisms involving the private sector (Joint Ventures etc.) in order to increase the budget, which is likely to involve extended timescales.

➤ **Exit policy / strategy approach**

The consultant has highlighted the use of lease terms as a mechanism to manage and support tenants' growth (in conjunction with the provision of grow-on space). This was also debated at Scrutiny Committee in April.

How do Committee Members envisage this taking shape?

Should existing Eventus tenants be prioritised above new businesses, in this grow-on scenario?

2. Conclusion

Eventus Business Centre has been a successful and largely fully-occupied facility for some years. Its function as a centre to support establishing businesses, however, is now being lost due to the lack of available grow-on business space. This, in turn, stifles business churn.

Recent research indicates that there is a demand for grow-on office and industrial space in the immediate area and also in the wider catchment – and little supply to meet it.

The delivery of a grow-on facility - coupled with potential spatial reorganisation of aspects of Eventus - will create the climate for new and existing businesses to flourish and expand and further contribute to the economic sustainability of the area.

3. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

n/a

4. Background Papers

Document title	Where the document can be viewed
Project Outline - Market Deeping Grow-on Business Space	

This report was written by Amanda Bond, who can be contacted on 01522 550605 or Amanda.Bond@lincolnshire.gov.uk.

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**Open Report on behalf of Andy Gutherson,
Interim Executive Director of Place**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Lincolnshire's Relationship with Hunan, China – Emerging Priorities

Recommendations:

This paper provides an update on progress in relation to the developing civic and strategic relationship with Hunan Province, China, and identifies and discusses the current priorities.

Actions Required:

Members of the Environment and Economy Scrutiny Committee are invited to consider the current progress and strategic priorities and recommend further ways in which the relationship between Lincolnshire and Hunan could be focused and developed.

1. Background

In September 2015 Lincolnshire County Council (LCC) signed a Memorandum of Understanding with Hunan Province, China which formalised an intention to work towards a friendship agreement. This has formed the basis of the relationship with Hunan as it exists today.

Factfile: Hunan Province is about the size of the UK by geographic area and population, but GDP is about one fifth and the economic growth is close to double figures. Economic growth is expected to continue.

Like Lincolnshire, Hunan Province is, by tradition, a centre of Chinese agriculture and also industrial manufacturing – in their case heavy duty trucks and vehicles.

Timeline:

2008, Zhuzhou CSR Times Electric Co., Ltd (now called “Zhuzhou CRRC Times Electric Co., Ltd”), a Hunan based company, acquired approximately 75% of the share capital of Dynex, one of Lincolnshire’s largest Advanced Manufacturing businesses.

2015, an MOU was signed between Cllr Colin Davie and Mr Shi Shaolong, Deputy Director General – Grain Administration of Hunan Province.

2016, The University of Lincoln and Bishop Grosseteste University visited Hunan and took part in Hunan's annual education summit in October. On 24th March 2016, a further delegation, including the Vice Governor of Hunan, Vice Governor Cai, along with a number of other senior Hunan government officials and business representatives, visited Lincoln and signed a friendship agreement which confirmed the relationship and identified ideas, priorities and put in place productive communication links between the two regions.

2017, Cllr Colin Davie led a strategic delegation of sector leads from **Agri-Tech, Advanced Manufacturing, and Education** to Hunan. As a result, the Lincolnshire-Hunan Steering Group was created from partners in the three sectors, to guide Lincolnshire's part in the relationship.

2018, Hunan paid two high-level visits to the County, firstly the Commission of Commerce led a delegation of 50 Hunan businesses to hold B2B meetings in the County and secondly Mr Wang, Deputy Director of the Standing Committee of Hunan Provincial People's Congress, visited to formalise the relationship, and subsequently signed a formal Sister Region Agreement, ratified by the Beijing Government.

2. Current Activity

- In early March 2019, LCC's Economic Growth team led a delegation of Lincolnshire food businesses to the International Food Expo at the ExCel centre, London, where they were able to connect with similar Hunan businesses for pre-arranged business to business meetings.
- In late March 2019, a high level delegation led by the Governor of Hunan, Xu Dazhe, visited Lincolnshire alongside 35 members of the Hunan Provincial Government. He brought with him 51 representatives from the Hunan business world, and in partnership with DIT and FCO, a full day of business-to-business meetings was arranged with Lincolnshire and East Midlands companies. As a result, many promising commercial links have been created between prominent Chinese and Lincolnshire businesses, and on the day, an exclusive distribution agreement was signed between Lincolnshire company Hortifeeds to supply their fertiliser products to the Hunan company, ISKY.
- Governor's Xu's delegation enjoyed a full day of civic meetings to identify future joint strategic priorities, culminating in a visit to RAF Scampton for a private display by the Red Arrows. The visit included the signing of a formal Memorandum of Understanding with Hunan's Department of Commerce (DOFCOM), formalising the joint aim to collaborate on identified projects in the agreed areas of Agri-tech, Education and Advanced Manufacturing. Discussions are on-going with DOFCOM's UK representative, Wilson Liu, in order to move this forwards.

- Following on from the achievements during Governor Xu's visit, the Hunan Committee of the People's Political Consultative Conference plan to visit Lincolnshire this May for more detailed discussions on joint strategic direction. This visit will encompass a tour of the National Food Manufacturing Centre and Food Enterprise Zone in Holbeach, Lincolnshire.
- Significant efforts have been made during 2018 and 2019 to develop stronger and better links between LCC and our colleagues at the Department of International Trade (DIT), the Foreign Commonwealth Office (FCO) and Midlands Engine. The aim has been, and continues to be, to improve communication and joint working on the regional and national agendas around developing civic and commercial links with China in general, and Hunan in particular. Particular focus is on Lincolnshire's role as the gateway to the whole Midlands Engine region, adding strength to Lincolnshire's position in the Midlands.
- LCC continue to be active members of the China-Britain Business Council (CBBC), and work closely with them to study and understand current and future Chinese economic trends, to enable the most appropriate opportunities to be exploited. CBBC colleagues provide invaluable expertise to ensure businesses who want to trade with China have the right systems and safeguards in place.
- An expression of interest has been submitted to FCO's Global Britain Fund, looking to attract funding to assist Lincolnshire businesses, specifically in the agri-food and manufacturing sectors, to travel to Hunan in November 2019 to connect further with Chinese companies who they could potentially work/trade with. The proposed trip would be led by Cllr Colin Davie, and is intended to coincide with China's premier trade show – the China Inward Investment Expo (CIIE), in Shanghai in November. This is a significant arena for Chinese buyers to agree contracts with international suppliers of goods and services and we would like to work with DIT host a business matching event as part of the Expo, similar to an event run at the 2018 Expo.

3. Future Strategic Focus

The intention is for LCC to build on the civic goodwill established between the two regions, and focus attention on three significant areas where economic benefit can be achieved - Agri-Tech, Advanced Manufacturing, and Education. Lincolnshire has produced a plan for 2019 that outlines practical projects the two regions can work together on.

Priority Activity: In 2019, Lincolnshire intends to develop a Five-Year Plan with Hunan in order to provide long term vision for the relationship.

Broad areas to focus on include:

Wider regional collaboration through Midlands Engine

As connectivity between Hunan and Lincolnshire increases, it is anticipated that the activity led by Lincolnshire can be supported by the Midlands Engine (the UK's second largest economic region and home to 11 million people). Lincolnshire has identified three sectors where they have a world class offer and hope to develop globally significant partnerships. The Midlands Engine can assist by providing links into additional sectors which compliment Lincolnshire's offer.

The opportunity to build on the three strategic sectors:

Agri-tech: The focus for this aspect of the relationship will be on Advanced Agricultural Technology, an area where Lincolnshire and Hunan have significant strengths. It is hoped that by developing better communication channels between the regions, new collaborations will lead to the development of world class agri-tech products. We are currently working with CBBC and DIT colleagues to develop a list of 'China ready' businesses. We also have close links to a UK based undergraduate (George Collison), who has a wide knowledge of the Agri-food sector locally and as part of his final degree work, will spend 10 weeks in Hunan identifying Chinese side businesses wanting to develop commercial links with Lincolnshire:

He will produce a report which will provide strategic recommendations for the future of Chinese and Lincolnshire Knowledge links, Business strategy and Trade Relations, with particular focus on the Agri-food sectors of Hunan province and Lincolnshire.

Other notable projects and priorities include:

- UOL is keen to develop new programs with Hunan to take links further, specifically the use of robotics – it is understood that both sides have strengths in this area. There are great opportunities for collaboration to transform the food chain.
- New funding has been sourced for 50 PhDs in robotics for farming at UOL – joint investment between business and Government
- UOL has accessed a new agri-tech investment fund for smaller enterprises in the agri-tech sector. The intention is for the National Food Manufacturing Centre at Holbeach will act as a cluster for these businesses.
- Working hard with key stakeholders to improve collaboration with Hunan in the agri tech and agri food arenas.

Advanced Manufacturing: The establishment of the Dynex-CRRC relationship was the catalyst which brought Hunan and Lincolnshire together. Furthering the two regions cooperation in the area of advanced manufacturing will be a significant aspect of future relations.

Priority Activity: Lincolnshire is identifying companies that are 'China ready' and will work with the Department for International Trade and Hunan Department of Commerce to support with future business matching and to provide direct support to ensure Lincolnshire businesses have the correct systems and controls in place to protect their businesses.

Education: It is hoped that new collaborations between Lincolnshire and Hunan based universities can be established. There are opportunities to develop internationally significant research and development collaborations in the fields of Advanced Manufacturing, Agri-Tech and Teacher Training. In addition, there are significant opportunities to increase exchanges between students in Hunan and Lincolnshire universities and develop new programs such as joint degree courses.

A leading academic from the University of Hunan, Professor Li, has recently arrived in Lincolnshire to take up a six month placement at University of Lincoln, and will take part in collaborative projects between the two higher education institutions.

Bishop Grosseteste University have been involved in conversations with Hunan educational establishments for three years. Their focus is as follows:

- To make Internationalisation an important priority and Hunan a main focus.
- Areas of specialism in education and teacher education, and the teaching of English to speakers of other languages. Opportunities to link with Hunan to source students. Currently in positive conversations with universities in Hunan
- BGU have been successful in attracting a 'Generation UK' grant – allowing staff and students to work/exchange with Hunan

Additionally, Lincoln College who already have links with other parts of China have also recently made links with a college in Hunan, through introductions made during a recent delegation. They hope to see this relationship develop and will also look at how they can work with other Hunan FE colleges.

4. Conclusion

The leader of the Council, Cllr Martin Hill, is aware of the work of Economic Growth to develop the Lincolnshire-Hunan relationship. Internal stakeholders continue to work hard with external partners to deliver achievable and measurable activity.

Cllr Colin Davie plans to lead a delegation to Hunan at end of year, and along with the Economic Growth team, is working with the Hunan Government to make this as practical as possible, ensuring at all times that it accords with the strategic priorities identified earlier in this report.

It is clear that the relationship between the two regions has moved from a mainly symbolic, civic relationship at its inception in 2015, to one today which is focused on clear commercial and strategic goals. This is underpinned by the Lincolnshire-Hunan 1 year Plan 2019-20 (attached), which will be expanded to form a full five year plan later in the year.

LCC continue to work with China trade experts to ensure Lincolnshire businesses have the right protection and advice in place, and we routinely track activity with DIT to determine future success stories and promising leads.

5. Consultation

a) Have Risks and Impact Analysis been carried out?

No

b) Risks and Impact Analysis

N/A

4. Appendices

These are listed below and attached at the back of the report	
Appendix A	Lincolnshire-Hunan 1 Year Plan 2018-19

5. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

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Lincolnshire-Hunan One Year Engagement Plan 2018-2019

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Foreword

Words from Cllr Colin Davie – Executive Member for Economy and Place

As we all know, China is now one of the largest and most important export markets in the world. Many county firms already have strong ties with the Chinese, and their success makes it clear we can do more. So Lincolnshire County Council is keen to forge an even closer relationship with the country.

Over the last three years we've been developing our relationship with Hunan, a booming Chinese province. Not only do we already have strong commercial links with the region, but we have much in common. We are both traditionally areas of agriculture and industrial manufacturing and we have a shared interest in culture and education. That means there are ample opportunities for collaboration, bringing benefits for us both.

We would like to strengthen collaboration between our areas in relation to these key areas of combined interest.

This strategy outlines the steps we will be taking over the next 12 months to strengthen our ties with Hunan, focusing our attentions on the areas of agriculture, advance manufacturing and education, and building on our close friendship and mutual commitment to economic co-operation.

Introduction

In Autumn 2018 Hunan and Lincolnshire signed a Memorandum of Understanding (MOU) which will officially recognise their regional relationship. The information presented in this document will provide a guideline for stakeholders from both regions to better understand the strategic priorities and how they both sides can take benefit. The document will build on previous and current Lincolnshire-Hunan focused activity, identify key areas for cooperation, and set out achievable goals over a twelve-month period. Due to the scale imbalance between Lincolnshire and Hunan, it is important for Lincolnshire to focus on our strengths and build a defined set of priorities that will help to channel Hunan's interest accordingly. Lincolnshire will focus attention on three sectors where they have world class characteristics: Agri-Tech, Advanced Manufacturing and Education. By the end of this period it is hoped that partners will be able to start building their own relationships between the regions and see tangible results. Providing this one-year action plan is beneficial for stakeholders from both regions and Lincolnshire and Hunan hope to sign a Five-Year Plan in 2019 to develop and realise longer term objectives.

The Mission

The purpose of this strategy is to focus the Lincolnshire-Hunan regional relationship towards three significant areas where economic benefit can be achieved - Agri-Tech, Advanced Manufacturing, and Education.

Outlining Lincolnshire's One-Year China Plan

Considering the size, and the continuing growth of the market in China, organisations in Lincolnshire have a great opportunity to expand commercial connections with the world's second largest economy. Although the opportunity is huge, China still remains one of the most challenging markets for new organisations to enter. For this reason, Lincolnshire has chosen to develop a strategy that will bring together partners from priority sectors across the region that are 'China ready/active'. A major area of focus will be to define the 'Lincolnshire offer' that can be presented to Chinese local governments, businesses and education institutions. By being clear where Lincolnshire intends to focus attention, it will help manage expectations from both sides. Although Lincolnshire is small in Chinese terms, by concentrating on its strengths, there is no reason why the County can't be seen as a world class partner for Hunan.

Background to the Lincolnshire-Hunan relationship

In 2008, Zhuzhou CSR Times Electric Co., Ltd (now called "Zhuzhou CRRC Times Electric Co., Ltd"), a Hunan based company, acquired approximately 75% of the share capital of Dynex, one of Lincolnshire's largest Advanced Manufacturing businesses. The Hunan Provincial Government has been keen to build on this initial major investment and has paid a number of visits to Lincolnshire with the aim of exploring opportunities for further cooperation. In September 2015, an MOU was signed between Cllr Colin Davie and Mr Shi Shaolong, Deputy Director General – Grain Administration of Hunan Province. The MOU proposed the two regions work towards a Sister Region Agreement¹.

Since this visit, Hunan invited the Higher Education leaders from The University of Lincoln and Bishop Grosseteste University to visit Hunan and take part in their annual education summit in October 2016. Both universities returned with a better insight into the region and its opportunities. Since the visit, the two universities have begun developing their own relationships with education institutions in the province.

In 2017, Cllr Colin Davie lead a delegation made up of sector leads from Agri-Tech, Advanced Manufacturing, and Education to Hunan with the aim of exploring ways of establishing better connectivity between Hunan and Lincolnshire in these sectors. In 2018 Hunan paid two high-level visits to the County, firstly the Commission of Commerce led a delegation of 50 Hunan businesses to hold B2B meetings in the County and secondly Mr Wang, Deputy Director of the Standing Committee of Hunan Provincial People's Congress visited to formalize the sister region relationship.

¹ A Sister Region Agreement is a non-legally-binding relationship between two cities or regions that is based on good will and mutual benefit. The agreements often form the basis for economic cooperation, as well as providing the impetus for greater cultural and educational engagement.

How the Hunan-Lincolnshire relationship fits with wider UK-China cooperation

Unlike the European concept of 'sister cities/regions/places', developed after World War II, the main focus of which is to maintain peace and stability², the Chinese concept is much more commercially driven. In China, business relations tend to stem from personal relationships and introductions. From a Chinese perspective, business people prefer to trade with places, people or organisations they already know, or those that have been recommended to them by organisations or people that they trust. Therefore, regional partnerships are symbolically significant in China and will be regarded highly by local businesses and other organisations. Through developing relationships with an overseas region, local Chinese governments hope to lay the foundations of mutual understanding and trust. This can help to remove some of the cultural barriers for Chinese businesses and provide a stepping stone for international trade and investment opportunities.

The Sister Region Agreement itself comes in the form of a Memorandum of Understanding, a non-legally binding document which is intended to highlight areas of cooperation in the future. The Chinese tend to place more emphasis on these documents compared to regions in the UK. For example, the sister/region relationships usually need to be endorsed by the Chinese Government (specifically, the Chinese People's Association for Friendship with Foreign Countries) and to sign a new agreement the Chinese region needs to demonstrate they have met specific criteria³.

From Lincolnshire's perspective, the regional relationship with Hunan is a fantastic opportunity for the County to establish a platform for local businesses and organisations to establish projects and commercial relationships with one of China's largest and fastest growing provinces. Although smaller than Hunan, Lincolnshire is home to some world class businesses and institutions. Providing Lincolnshire can steer the relationship to focus on the priority sectors already outlined, there are huge opportunities for this regional relationship to flourish and for the Lincolnshire-Hunan connection to be an exemplar of UK-China regional relationships.

UK-China: The Golden Era

Since the State visit of President Xi to the UK in 2015, the two countries have developed the narrative of a 'Golden Era' of UK-China relations. A major strand of this narrative is the 'People to People' (P2P) bilateral dialogue. The aim of this is to encourage a deeper understanding of each other's cultures with a major component of this dialogue focusing on the regional relationships the two countries are developing.

The new sister region relationship between Hunan and Lincolnshire fits into the wider UK-China dialogue and can therefore expect support and endorsement from both the UK and Chinese central government.

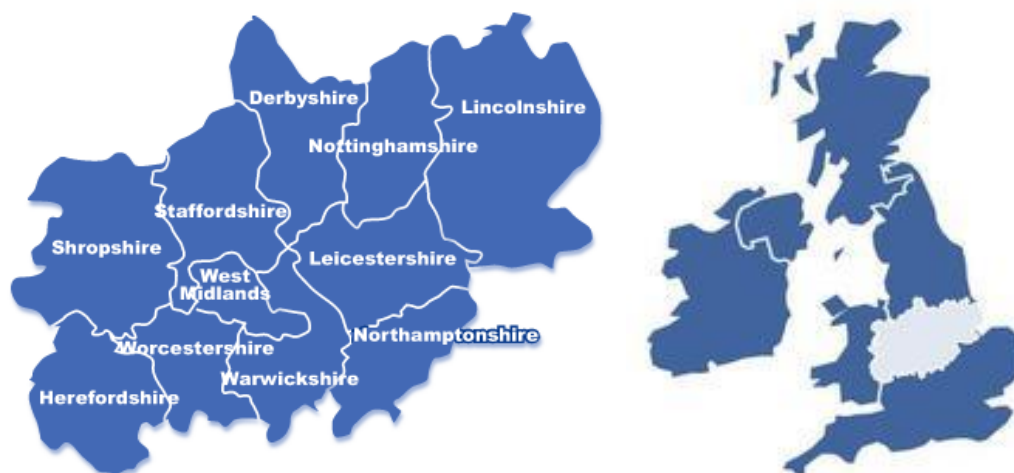
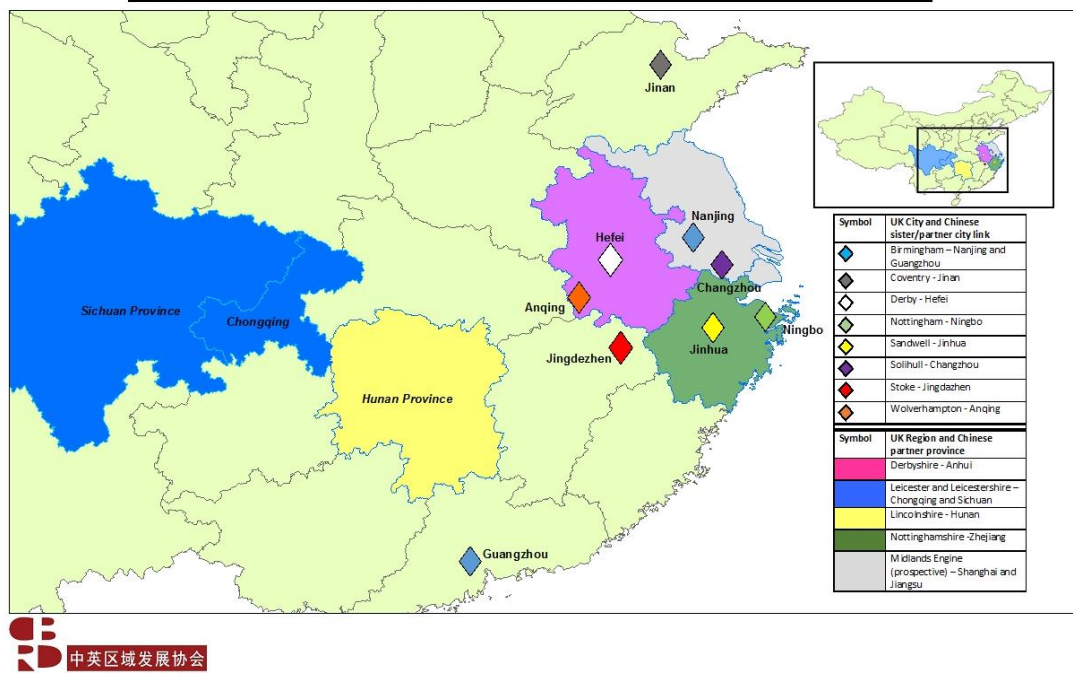
² Since China began opening up to the rest of the world following reforms in 1978, China has had to play catch up in terms of developing its own international links.

³ Usually have identified a relationship that is more than 18-months long, and where there are clear strengths and benefits to be gained from such an agreement.

Midlands Engine Three-Year China Strategy

The Midlands Engine strategy, as published in March 2017, specifically pointed to increasing cooperation with China to drive exports and attract inward investment. The strategy makes recommendations for it to develop a Three-Year Plan for China. A China Sub-Group of the Midlands Engine Trade and Investment Board has been established (Lincolnshire is a member) to help guide the development of the strategy. The group have unanimously agreed that the China Three Year plan should focus on the existing regional relationships that partners from the Midlands already have. The map below highlights some of the key relationships cities and counties from across the Midlands have with China. Hunan represents 20% of the combined GDP of the Midlands Engine links in China.

The Midlands Engine's Regional Partnerships in China



Map of Midlands Engine area

The regional relations developed between the Midlands and China are primarily situated along China's central belt. The proposed Midlands strategy will encourage each region from the Midlands to uphold and sustain their Chinese regional connections. The Chinese regions are far larger than the regions in the Midlands (Hunan's population is 100 times larger than Lincolnshire's), which can result in an unbalanced relationship. Therefore, the Midlands Engine, as an umbrella organisation, allows for Chinese businesses and organisations to tap into the wider Midlands Engine region when their regional partner cannot provide the opportunities they are demanding. This will benefit Lincolnshire as it will mean the County can focus on areas where they are strong. They can pass on commercial requests in sectors that are not part of the strategy to other regions in the Midlands, and vice-versa. Hunan has been the fastest growing region out of the Midlands Engine's regional connections and their GDP makes up 20% of the entire regional links. This will not only help strengthen Lincolnshire's position in the Midlands, it will also strengthen its position in China, whilst maintaining Lincolnshire as the gatekeeper for commercial opportunities in the Midlands Engine.

The need for a strategic approach:

- To set out the parameters of the relationship and ensure that Lincolnshire and Hunan get the best out of it.
- Hunan is huge and there are a lot of opportunities in multiple sectors. Lincolnshire will choose to focus on a small number of priority sectors and aspire to do them well.
- To ensure that as many local partners are aware of the relationship and how they can be involved.
- To secure Hunan's commitment to the relationship and the specific projects that will be promoted in the strategy.
- To develop a strong Lincolnshire narrative with China.

Introducing Hunan

Hunan is China's 7th largest province (out of 34), situated in southern central China. With a population of 67 million, its population is approximately the same as the UK, and its GDP of \$470 billion, is the equivalent to Norway and Morocco's GDP combined.

The province of Hunan as we know it today was established in the 17th century, and was well connected to the rest of China given its position along the Yangzi River. Hunan has a rich cultural, economic and political history. Hunan was one of the most important centres for Confucian thought, one of China's three schools of thought. It also was one of the most agricultural regions in China, and saw its population flourish from its production of wheat. It also has a turbulent political history, playing host to many important rebellions, including the Taiping rebellion and was widely involved during the Cultural Revolution. The latter was due largely to the fact that Hunan is the home province of Mao Zedong (Chairman Mao), which has resulted in it being regarded as being the birthplace of modern-day China.

China often delivers development strategies on a five-year basis, and the same happens on a local level. Hunan's Five-Year Plan, launched in 2016, has a strong focus on developing a prosperous society, paying attention to its position regionally in China, and with developing trade relations with other countries. The key tenets of the Five-Year Plan include innovation, agricultural modernisation and sharing knowledge and resources.

Lincolnshire-Hunan Strategy

This section provides more detail in relation to the main areas of focus for Lincolnshire's work with Hunan, which have been identified as having the ability to bring economic benefit to the County. These have drawn upon Lincolnshire's own strengths and Hunan's Five-Year Plan.

Partnership Approach

The objective of the strategy is to support growth in the local Lincolnshire economy. It is therefore crucial that organisations in Lincolnshire are engaged with the strategy and feel that it is working for them.

Lincolnshire will ensure local organisations are at the heart of the work with Hunan. To this end, Lincolnshire has:

- Engaged stakeholders during the research phase of the development of the strategy.
- Developed a Lincolnshire Hunan Steering Group– comprised of significant stakeholders in the Hunan relationship, who will meet twice per year.

Regional focus

Developing the regional relationship with Hunan will give Lincolnshire businesses a unique footstep into China. Lincolnshire will build this relationship by:

- Working closely with the South China British Consulate, ensuring Lincolnshire's work is fitting with wider UK-China objectives.
- Engaging with the Midlands Engine China Three Year Plan. Lincolnshire's connection with Hunan will be promoted within this Plan and its wider offerings to the other partners across the Midlands' most important regional links.
- Developing the Hunan-Lincolnshire steering group. This will help ensure cooperation between the two regions is maintained in a structured manner with a partnership approach.

Economic focused

Lincolnshire's priority is to support local organisations leverage trade and investment opportunities from China and to attract more people from China to visit the County. To achieve this, Lincolnshire will:

- Identify priority sectors (outlined below) and businesses from these sectors that are 'China ready' (have export experience, the capacity to export, and have an interest to export to China).
- Build connections with the Hunan Commission of Commerce to connect companies from the priority sectors identified.
- Identify investment projects in Lincolnshire that are infrastructure and Merger & Acquisition focused and promote these to contacts in Hunan as well as through other networks.
- Build relationships with government departments and organisations that are supporting the UK-China trade agenda (e.g. Department for International Trade, Foreign Commonwealth Office and the China-Britain Business Council) and signpost local businesses who are 'China ready' to these organisations.

The Priority Sectors

Given Hunan's size, Hunan's interests will be diverse and many. There is a risk of being swamped with requests that Lincolnshire is unable to fulfil and eventually disappointing partners. By focusing on a few sectors and specific projects which complement the County's strengths, Lincolnshire can help direct Hunan to the relevant businesses and organisations that are ready to work with China.

The priority sectors which the relationship will focus on are:

Education

The County's links with China can inject millions of pounds into the Lincolnshire local economy. It is estimated that each Chinese student spends approximately £14,000 in the local economy (excluding University fees). This figure is much higher than home students and other international students of different nationalities. The Chinese student market is therefore of importance to Lincolnshire and should have attention paid to it. Although the Universities play the leading role in international student recruitment, there are still ways that the County can play a significant role to encourage Chinese students to choose Lincolnshire as a place of study.

The County will do the following:

- Develop relationships with Hunan's Education Bureau. Hunan has many universities that are actively looking to develop connections with other universities and building exchange programmes, such as the 2+2 (a degree split across two universities, two years spent at each). Once the sister region relationship is formalised, the Hunan government will be proactively pushing universities from the province to establish connections with universities in Lincolnshire. The Council can help facilitate this relationship and add a 'civic' layer to conversations. This will help reinforce the importance of the new education relationship to the university in Hunan.
- Provide any necessary endorsement and support as the University of Lincoln look to develop a joint Engineering College with Hunan University of Technology and develop 3+1 programs. This new relationship will build on the Dynex-CRRC connection and will help move this connection to the next level.
- As Bishop Grosseteste University develop their connections with universities in Hunan, Lincolnshire will continue to work with the Hunan Government to endorse the new relationships. From a Chinese perspective, this endorsement will help clarify the importance of the BGU relationship to the Hunan partners. Hunan Education Bureau has shown interest in developing programmes with BGU, so apart from attracting students from Hunan to attend their courses in BGU, there is also the opportunity for BGU to provide Continuous Professional Development Programmes for teachers from Hunan.
- Further develop the Lincolnshire China Student Ambassadors Scheme. The aim will be to identify students with Chinese language and cultural skills who are looking to gain work experience and connect them with local businesses who are hoping to trade with China.
- Develop sister college links – this is a fantastic way for young people from each province to learn more about China and the UK. There are opportunities to establish exchanges and summer camps, which whilst not generating much revenue for organisations in the County, is a great way to build positive relationships with Hunan and demonstrate that Lincolnshire does not see Hunan purely as a commercial relationship.

Advanced manufacturing

The establishment of the Dynex-CRRC relationship was the catalyst which brought Hunan and Lincolnshire together. Furthering the two regions cooperation in this area will be a significant aspect of future relations. To do this, Lincolnshire will:

- Play a civic role to continue endorsing the Dynex-CRRC cooperation – Although the Council cannot do too much to shape the cooperation between the two organisations, Lincolnshire can play a strong role to endorse the cooperation and engage the Hunan government to do the same.
- Identify businesses across the County which may be China ready – There may be local businesses producing niche products which could be of interest to CRRC in China. Through the 'Dynex and Hunan narrative', the Council can introduce more businesses to the Commission of Commerce in Hunan.
- Encourage more Chinese companies to invest in Lincolnshire – More will be done to engage with CRRC and its Chinese supply chain and promote Lincolnshire as a great location for companies to consider for future investments. Research and Development will be the main focus. The Council will do some work to identify funding streams that Chinese businesses could tap into if they were to establish R&D facilities in Lincolnshire.
- Links with education – as mentioned above, establishing a CRRC-Dynex course at the University of Lincoln will create an additional layer of support and engagement for Hunan and CRRC. In addition, the proposed Lincolnshire China Student Ambassadors Scheme will be channelled to focus on advanced manufacturing businesses.

Agri-Tech and water management

As one of Lincolnshire's and Hunan's core strengths, the Agricultural industry, is a logical choice to build part of the regional relationship around. It is unlikely that much produce will be exchanged between the regions. The focus for this aspect of the relationship will be on advanced Agricultural Technology, an area where Lincolnshire has significant strengths and where Hunan has the demand. Another area that Lincolnshire will explore is land/water management.

Lincolnshire will build this relationship by:

- Identifying Agricultural technologies developed by organisations in Lincolnshire – promote these to Hunan with the aim of attracting investment or selling their products into the China market.
- Identifying niche products which may be in demand in China and signpost them to support to export – For example, what would be considered waste products such as pig's trotters and ears are considered delicacies in China. Large abattoirs should be encouraged to explore options for exporting products like this.
- Promoting the water management projects that Lincolnshire are working on - By introducing the work Lincolnshire is doing in this sector, it may uncover some opportunities for Hunan, and could be the start of identifying future investment projects, or could be an opportunity to use organisations from Lincolnshire as consultants to deliver their own programmes in the future.
- Identifying large projects that need investment – Lincolnshire will develop a portfolio of investable projects to promote to partners in Hunan.
-

Ten key objectives for the 2018-2019 Lincolnshire-Hunan plan

Upon completion of the one year plan, Lincolnshire will have achieved the following:

1. Build on the Hunan-Lincolnshire Economic Forum – Tiedong Yang to hold monthly catch up meetings with appropriate organisations in Hunan in order to ensure messages and opportunities are communicated effectively.
2. University of Lincoln to have hosted Professor Li from Hunan Agricultural University on an academic placement to Lincolnshire – Professor Li will explore ways to increase Agri Tech connectivity between the two regions.
3. Three-month Hunan-Lincolnshire Agri Tech and Advanced Manufacturing research project to be carried out – George Collison will visit Hunan and write a report to identify areas for future cooperation.
4. Lincolnshire-Hunan relationship is better utilised by the Midlands Engine partnership – This can help demonstrate to Hunan that Lincolnshire is a helpful partner. DIT Midlands Engine are in contact with the Hunan Commission of Commerce, this link should be nurtured by Lincolnshire.
5. China ready businesses within the priority sectors of the strategy are identified – The businesses will be sign posted to get support from DIT and CBBC. Their information will also be shared with Hunan Commission of Commerce who will help identify businesses in Hunan that may be interested in their products or partnerships.
6. Investment ready projects identified – These projects will be shared with investors in Hunan Government's network. They will also be shared with DIT, FCO, CCPIT and CBBC.
7. Holbeach to be promoted as a project for Hunan to invest into – Aim to sign new agreements/investments during the Autumn 2019 visit to Hunan.
8. Lincolnshire-China Student Ambassadors Scheme developed to provide a resource to businesses – This group will be a pool of 'China-skilled' students who are looking for work experience opportunities. Businesses can tap into this group to get support with their China related business.
9. Set out plans to develop a Dynex – CRRC focused course at the University of Lincoln – This course will act as a tool for CRRC and Hunan Education Bureau to direct talented and ambitious Chinese students to study at the University of Lincoln.
10. Lincolnshire define a China focused offer to attract companies looking to establish Research and Development offices in the UK – Once this offer is established, Lincolnshire can promote this through the networks they are establishing
11. Lincoln plan a civic delegation to Hunan in 2019 and host a second Joint Steering Group meeting in China. Discuss options for establishing a Five-Year Plan.

Key People

- Cllr Davie, Executive Member for Economy and Place
- Justin Brown, Enterprise Commissioner Environment and Economy
- Karen Maddocks, Deputy Consul General, Foreign Commonwealth Office
- Lulu Tan, Regional Cities Network, Hunan Officer, Foreign Commonwealth Office
- Angela Driver, Senior Commissioning Officer, Lincolnshire County Council
- Jill McCarthy - Principal Growth Officer, Economic Development Services
- Simon Murphy, Senior Project officer (Internationalisation), Lincolnshire County Council
- Mick Carling, DIT Midlands Engine
- Rob Avery-Phipps and Tiedong Yang, China-Britain Regional Initiative (CBRI)
- Wilson Liu, Hunan CCPIT

Action plan

This section outlines the key steps and events that Lincolnshire can take advantage of to help execute this one year strategy with Hunan. This document can be added to as projects and timelines become clearer.

Date	Location	Title/event	Sector focus	Objective
11/10/18	Lincolnshire	Deputy Director of Standing Committee of Hunan Provincial People's Congress	All	Sign off the Sister Region Relationship and establish the Joint Economic Forum.
06/11/18	Shanghai	China International Import Expo – Hunan section	All	Support Hunan's role in the CIIE event by connecting Lincolnshire and Midlands Engine businesses with Hunan CCPIT. Lead a small delegation of businesses to visit the Hunan stand during CIIE.
Jan-March 2019	Hunan	George Collison research project	Agri-Tech and Advanced Manufacturing	George Collinson will spend three months working with colleagues and businesses in Hunan to identify new ways for the two regions to work together.
July 2019	Lincolnshire	Ambassadors scheme launch	All	Connect Student Ambassadors Scheme into the Business Lincolnshire Growth Hub offer and support more businesses to trade with China.
March-September 2019	Lincolnshire	Prof Li Sabbatical visit to Lincolnshire	Agri-Tech	Build on George Collison's work and explore academic collaboration opportunities between Hunan and Lincolnshire.
October 2019	Hunan	Lincolnshire visit to Hunan	All	Hold the Annual Joint Economic Forum and discuss option for establishing a Five-Year Plan.

Appendix1. Hunan's 13th Five Year Plan (2016-2020)

1

Adapt to the new normal of economic growth to achieve decisive victory in comprehensively building a moderately prosperous society.

Guiding ideology and overall requirements:



1. Center on "five development ideas" of innovation, coordination, green development, opening-up and sharing.



2. Understand the new orientation of the "One Belt & One Zone" initiative (the transitional zone from the eastern coastal areas to the central and western areas, as well as the junction zone of the Yangtze River Open Economic Belt and the Coastal Open Economic Belt)

When making an inspection tour in Hunan in early November of 2013, President Xi Jinping hoped that the province could make better use of its geographical advantage as the transitional zone from the eastern coastal areas to the central and western areas, as well as the junction zone of the Yangtze River Open Economic Belt and the Coastal Open Economic Belt to promote overall economic competitiveness.



3. Specify the new requirements of a moderately prosperous society in all respects via balanced improvement of economic aggregate, economic development quality and average per capita share.



4. Uphold the new development path of simultaneously promoting industrialization, informationization, urbanization and agricultural modernization and greenization.

New targets of comprehensively building a well-off society:



1. Keep economic growth at a medium to high rate.



2. Further optimize the economic structure.



3. Improve people's living standards and quality.



4. Significantly promote quality of the citizens and the level of civilization of the society will be greatly enhanced.



5. Continuously improve ecological environment.



6. Perfect institutional mechanism of various aspects.

2

Pursue innovative development to cultivate new drivers for economic development.

- 1. Tap economic potentials in consumption, investment and export to fully unleash new demands.
- 2. Implement the strategy of innovation-driven growth to vigorously advance innovation and upgrading in science and technology.
- 3. Accelerate the building of a powerful manufacturing province to establish a new industrial system.
- 4. Speed up the modernization of service industry to stimulate its innovative development.
- 5. Transform the developing pattern of agriculture sector to promote its modernization.
- 6. Deepen the overall reforms to complete the system and mechanism for innovative progress.
- 7. Expedite the construction of up-to-date infrastructural facilities to elevate new potential energy for evolution.

3

Stick to the coordinated development to establish a new balanced growth mode.

- 1. Quicken the integration of Changsha-Zhuzhou-Xiangtan City Cluster to boost regional coordinated advancement.
- 2. Step up new-type urbanization to push forward balanced development of urban and rural areas.
- 3. Rapidly build Hunan into a culturally advanced province to propel both economic expansion and civilization progress.
- 4. Actively support the building of national defense and reform of armed forces to impel compatible development for civil-military integration.

4

Uphold the green development principle to turn Hunan into a new homeland featuring energy-saving and environmental-friendly concept.

- 1. Perfect the ecological civilization system.
- 2. Comprehensively carry forward the "Two-oriented" Society construction.
- 3. Thoroughly promote conservation and high-efficiency utilization of resources.
- 4. Give impetus to low carbon and recycling economy development.
- 5. Strengthen ecological protection and environment treatment.

5

Adhere to opening-up policy to build a highland for inland open economy.

- 1. Fully collaborate with and merge into national regional developing strategy.
- 2. Enhance utilization of foreign investment.
- 3. Expedite optimizing and upgrading of foreign trade.
- 4. Further implementing the "go-global" strategy.
- 5. Elevate new platform for opening up.



6

Insist on shared development to create happy new life.

- 1. Increase supply for public services.
- 2. Implement the precise poverty alleviation project.
- 3. Extensively improve education quality.
- 4. Vigorously promote employment and entrepreneurship.
- 5. Narrow the income disparity.
- 6. Establish a fairer and more sustainable social security system.
- 7. Carry forward medical and health care reform to build a healthy Hunan.



Develop A Leading Core

- To develop CZT City Cluster into a leading core along the middle reaches of the Yangtze River by taking advantages of the CZT Pilot Zone for "Two-oriented" Society, the CZT National Innovation Demonstration Zone and Xiangjiang New Area.

Take the Lead in Two Aspects

- To take the lead in central China in terms of doubling the 2010 GRDP and per capita income of urban and rural residents by 2020, and realizing preliminary modernization in CZT area.

Create Three Growth Poles

- To build Yueyang a new growth pole by taking advantages of Chenglingji Port and Dongting Lake Eco-economic Zone;
- To build Chenzhou a new growth pole by taking advantages of the Hengyang, Chenzhou and Yongzhou based Demonstration Areas for undertaking industrial transfer;
- To build Huaihua a new growth pole connecting with southwest China and Cheng-yu City Cluster by taking advantages of regional transportation hub and favorable ecological environment.

Build Four Belts

- To build Beijing-Guangzhou High-speed Railway Economic Belt connecting key cities along the railway;
- To build Dongting Lake Economic Belt with Yueyang, Changde and Yiyang playing a major role;
- To build Shanghai-Kunming High-speed Railway Economic Belt with Loudi and Shaoyang as the main supporting cities;
- To build Zhangjiajie-Jishou-Huaihua Eco-culture Tourism Economic Belt focusing on developing Zhangjiajie into an international tourist destination

Develop a Powerful Province in Five Aspects

- To build a powerful province in terms of manufacturing, internet economy, tourism, culture, and talents.

Build Five Networks

- A comprehensive transportation network covering land, water and air transport;
- An energy network complementarily supported by oil, gas, electricity and coal;
- A water conservancy network composed of rivers, lakes, and reservoirs;
- A new information network based on deep integrating of service industry;
- An urban and rural infrastructure network with safe and efficient supports.

Translated by Pang Yuehui, Xiao Juan, and Yu Jiangjiang
Designed by Kuang Yupin

Chinese source: hn.rednet.cn

Appendix 2 - Chinese regional cooperation: case studies

This section provides some examples of successful regional partnerships that may help shape the Lincolnshire-Hunan relationship in the future.

Hunan-Schaffhausen (Northern Switzerland)

Schaffhausen is one of Hunan's most recent regional relationships, formalised in 2016. The two regions focus on four key areas: Trade & Investment, Education, Tourism, and Culture. Over the past three years they have held a number of bilateral meetings and dialogues, and have developed the following:

The Hunan- Schaffhausen Trade Forum

This has primarily focused on market entry and exporting to China, and how Hunan can help Schaffhausen business overcome certain obstacles.

The Hunan- Schaffhausen Tourism Symposium

An opportunity for both sides to promote tourism hot spots in both regions.

The Hunan- Schaffhausen Knowledge sharing seminars

These seminars have focused on environmental and public planning issues, such as establishing eco-industry parks, environmental protection, waste and sewage management, regional planning and natural disaster protection.

The Hunan- Schaffhausen Healthcare Forum

The forum discussed the provision of elderly care and how Hunan can draw from Schaffhausen's expertise in certain areas.

The key thing that Lincolnshire can draw from this case study is how interested and proactive Hunan are to develop regional links. Schaffhausen is smaller than Lincolnshire and is strategically less advantageous. However, Hunan clearly sees value in this relationship. Important to take away is that Schaffhausen has strategically selected a small number of key sectors to work with Hunan on. In return, Hunan have provided more favourable support for businesses from this region who want to trade with Hunan.

Hunan-Central-Val de Loire (France)

Hunan has established a strategic link with Central-Val de Loire, one of France's major tourist destinations. The two regions have shared knowledge and experience of how they promote their place to tourists. This relationship fits into Hunan's Five-Year Plan which aspires to promote the province as an international tourism destination. Hunan and Central-Val de Loire have held tourism focused seminars and Hunan Provincial Government has encouraged Tourism Agents to develop stronger connections with the French region to encourage more people from Hunan to travel to Central-Val de Loire. In return, Hunan hopes to gain more publicity in France and attract more international tourists.

This relationship only focuses on one sector, tourism. Although this French region is much smaller than Hunan, the Chinese clearly see strategic opportunities to develop partnerships as Central-Val

de Loire has world class tourism connections. Lincolnshire can learn from this case study, as they build their relationship with Hunan, it is important to focus attention on areas where Lincolnshire has world class characteristics and can add value to Hunan in the form of knowledge sharing, partnerships and research and development.

Ningbo-Nottingham

Established in 2005, this sister city partnership is regarded as an exemplar for UK-China regional relations. The relationship stemmed from the establishment of the ambitious satellite campus of the University of Nottingham in the city of Ningbo, Zhejiang in 2004. Ningbo is a prosperous, rapidly growing, coastal city of 8 million people, approximately 150km south of Shanghai. In recent years, Nottingham City Council have developed a proactive programme of engagement with Ningbo with the key aim of supporting trade and investment wins.

In 2016, the two cities used the Ministerial level Joint Economic and Trade Cooperation discussions between the UK and China to launch a Five-Year Plan between the two cities – this has additional significance as China had recently launched their 13th National Five Year Plan. The plan focuses on four key areas: Trade & Investment; Education; Culture & Sport; and Civic links. As Nottingham had built up a good track record of relations with Ningbo, they were also able to leverage funding from the Ningbo Government of £50,000 per year to pay for a Nottingham City Council Trade & Investment focused officer to be based in Ningbo.

Because of the vastness of the Chinese economy, Nottingham's China strategy has been very focused on Ningbo and the surrounding Yangzi River Delta region. They have understood the value the Chinese government place on the Civic relations and have focused attention on this area. Results in the four areas mentioned above are now clearly being seen. On a micro scale, local Nottingham businesses are starting to use Ningbo as the first entry point for their own China strategy. By using the strong civic links, the city has built up, the Ningbo government has helped open doors to business opportunities that would have been very challenging to negotiate if they attempted to do so alone.

This example can help Lincolnshire appreciate the power of utilising the civic link as a tool to unlock economic opportunities for the region. As the Lincolnshire-Hunan relationship grows, the two regions may also look to develop their own Five-Year Plan – which should be used as a tool to ensure greater engagement for Hunan and potentially leverage more financial commitment from Hunan.

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**Open report on behalf of Pete Moor,
Executive Director of Finance and Public Protection**

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Energy Procurement

Summary:

The purpose of the report is to invite comments from the Environment and Economy Scrutiny Committee in relation to the Council's procurement of green or brown electricity to power its corporate portfolio.

This matter is due to be considered by the Leader of Council between the 06 and 30 May 2019. The views of the Overview and Scrutiny Management Board and the Environment and Economy Scrutiny Committee will be reported to the Leader of Council as part of his consideration of this item.

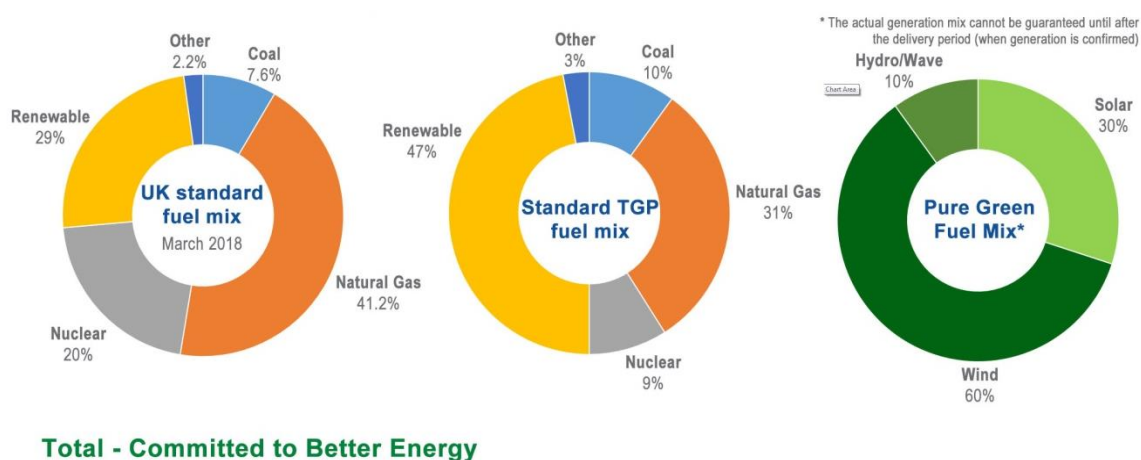
Actions Required:

The Environment and Economy Scrutiny Committee is invited to review the information regarding buying green or brown electricity and determine any additional comments to be passed to the Leader of Council in relation to this item.

1. Background

1. Since 2007, Lincolnshire County Council (LCC) has procured its electricity supply for street lighting and property through the ESPO Energy Access Agreement (Framework). This framework is accessed by over 100 Local Authorities, Housing Associations and Charities.
2. The Commercial Team's role is to provide the Council access to a compliant and commercially viable electricity supply. Any demand initiatives are the responsibility of Sustainability, Highways and Property Services.
3. Under the current Framework (Oct 16- Sept 20) the Council signed over delegated authority to ESPO to conduct the commodity trading of brown electricity on the council's behalf by trading on the commodity market by a specialist energy trading team.

4. As energy is purchased in advance by ESPO and as the current agreement is due to expire in September 2020 it is time to consider renewal options for the agreement.
5. Prior to the decision due to be made by The Leader towards the end of May 2019 with regards to the energy agreement with ESPO, a paper was submitted to Overview and Scrutiny Management Board on 25th April 2019 who agreed with the recommendation to continue with the ESPO agreement for a further 4 years from October 2020, subject to comments from E&E Scrutiny on the issue of buying green or brown electricity.
6. The ESPO framework has the flexibility to buy green or brown energy for individual large customers such as LCC. The flexibility allows large customers to review/commit annually to either green or brown energy. In addition, the framework is flexible to the Council's electricity consumption demands.
7. Brown electricity is energy that comes from conventional fossil fuels, such as oil or coal, and a mix of other sources such as nuclear and some renewable sources. Green electricity comes from sources that are more sustainable and are better for the environment for example, solar, wind, geothermal, biogas, eligible biomass, and low-impact small hydroelectric sources, as can be seen in the charts below.



8. The chart also illustrates that for brown energy purchased by ESPO (middle chart); there is still 47% renewable energy in the mix.

Current Arrangements

9. The Council has previously made the decision to purchase brown as opposed to green electricity largely based upon the lower cost at the time associated with brown electricity. The cost of switching to green is a very small proportion of our overall energy bill.
10. The additional cost (premium) of buying green energy for 18/19 was £0.0002p/kwh, this increased to £0.0005p/kwh for 19/20 which would see

an annual budgetary increase of £11,500; less than 0.35% increase on the total energy bill. This could easily be covered by the rebate (£25,300 for utilising the framework agreement) received from ESPO.

11. It is possible to make the decision annually, and premiums can increase or decrease during that time.
12. As part of the framework agreement the supply of electricity is currently contracted via ESPO to Total Gas & Power (TGP) whose responsibility is to correctly charge and invoice the Council for its consumption.
13. In 17/18 the Council's electricity consumption was around 23,000,000 kWh, totalling c. £3,300,000. Had the level of demand remained the same as it were for 15/16 the cost would have been £5,205,000 illustrating that the Council's main savings opportunity is to reduce demand.
14. A breakdown of the Council's consumption is detailed in the table below:

Supply Type		15/16(Oct-Sept)	16/17(Oct-Sept)	17/18(Oct-Sept)
		Consumption (kWh)	Consumption (kWh)	Consumption kWh
Street and Signals	Lighting Traffic	24,400,000	13,800,000	11,315,000
Property		12,000,000	11,445,000	12,050,000
Total		36,400,000	25,245,000	23,365,000

15. The Council's consumption has significantly reduced following both the turning off of street lights and LED traffic signal and street lighting replacement initiatives.
16. Whilst there has been an increase in the green premium in the last year it is not possible to forecast any future price adjustments due to the volatile market for energy. However, the Council will be informed well in advance of future considerations on an annual basis so the Council can respond to any emerging cost pressures.
17. Buying green would allow the Council to report that it emits zero emissions for the Council's electricity needs, and this can be certified by TGP, supporting the Council's Carbon Management Action Plan.
18. It is the view of Vanessa Strange - Strategic Accessibility and Growth Manager that the costs of failing to meet the Council's carbon emission targets by 2030 and 2050 will be far higher than the estimated increase in our energy bills and the Council should be buying green electricity.

19. Whilst there are currently no other ESPO members currently buying green electricity under the agreement, it is understood that neighbouring authorities (Leicestershire County and Blaby District Council) are still considering it.

2. Conclusion

The Environment and Economy Scrutiny Committee is invited to review the information regarding buying green or brown electricity and determine any additional comments to be passed to the Leader of Council in relation to this item.

3. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Andrew Househam who can be contacted on Andrew.Househam@lincolnshire.gov.uk or 01522 552327

Policy and Scrutiny

Open Report on behalf of David Coleman, Chief Legal Officer

Report to:	Environment and Economy Scrutiny Committee
Date:	21 May 2019
Subject:	Environment and Economy Scrutiny Committee Work Programme

Summary:

This item enables the Committee to consider and comment on the content of its work programme for the coming year to ensure that scrutiny activity is focused where it can be of greatest benefit. The work programme will be reviewed at each meeting of the Committee to ensure that its contents are still relevant and will add value to the work of the Council and partners.

Members are encouraged to highlight items that could be included for consideration in the work programme.

Actions Required:

Members of the Committee are invited to review, consider and comment on the work programme as set out in this report and highlight for discussion any additional scrutiny activity which could be included for consideration in the work programme.

1. Background

Overview and Scrutiny should be positive, constructive, independent, fair and open. The scrutiny process should be challenging, as its aim is to identify areas for improvement. Scrutiny activity should be targeted, focused and timely and include issues of corporate and local importance, where scrutiny activity can influence and add value.

All members of overview and scrutiny committees are encouraged to bring forward important items of community interest to the committee whilst recognising that not all items will be taken up depending on available resource.

Members are encouraged to highlight items that could be included for consideration in the work programme.

2. Work Programme

21 MAY 2019 – 10.00am		
Item	Contributor	Purpose
Commissioning of Adult Skills and Family Learning	Thea Croxall, Principal Commissioning Officer (Learning)	PRE-DECISION SCRUTINY Executive Councillor
Digby Flood Prevention Scheme	Charlotte Hughes, Senior Project Leader; Nathan Whitfield, Principal Engineer	PRE-DECISION SCRUTINY
Water Resources East	David Hickman, Head of Environment	PRE-DECISION SCRUTINY
Team Lincolnshire Programme 2019/2020	Jill McCarthy, Investment Team Manager	To update members on the Team Lincolnshire programme to attract investment into the county
Market Deeping Grow-on Business Space	Amanda Bond, Special Projects Officer	To update members on an outline concept to complement Eventus Centre for Business and Innovation with the construction of a grow-on facility.
Lincolnshire's relationship with Hunan, China Emerging Priorities	Angela Driver, Senior Enterprise Growth Officer	Review of progress and debate about next steps.
Energy Procurement	Alex Botten (Strategic, Commercial and Procurement Manager); Andrew Househam Commercial & Procurement Manager	

09 JULY 2019 – 10.00am		
Item	Contributor	Purpose
Proposed Statement of Community Involvement	Adrian Winkley (Minerals and Waste Policy Team Leader)	PRE-DECISION SCRUTINY Executive 03 September 2019
LCC's Archaeological Planning Advice Service	David Hickman, Growth & Environment Commissioner & Ian George, Places Manager	To update Committee on the council's archaeological planning advice service and brief members on proposals for the future of the service.

09 JULY 2019 – 10.00am		
Item	Contributor	Purpose
Scale up Business Advice	Samantha Harrison, Enterprise Growth Manager	To scrutinise performance of the Business Growth Hub's scale up programme and make recommendations on enhancing the service as appropriate.
Lincolnshire Broadband Programme Progress Report	Steve Brookes, Lincolnshire Broadband Programme Manager	Review of the implementation of the Lincolnshire Broadband Programme (Onlincolnshire).
Environment Quarter 4 Performance Measures 2018/19 (1 January to 31 March 2019)	David Hickman, Growth and Environment Commissioner	Review of the Key Performance and Customer Satisfaction Information
Economy Quarter 4 Performance Measures 2018/19 (1 January to 31 March 2019)	Justin Brown, Head of Economic Development	Review of the Key Performance and Customer Satisfaction Information

10 SEPTEMBER 2019 – 10.00am		
Item	Contributor	Purpose
Lincolnshire Utility Strategy	Andrew Brooks, Regeneration Manager	To update members on the progress and next steps for the Lincolnshire utility strategy.
Bids for European Regional Development Fund	Susannah Lewis, Principal Commissioning Officer Funding	
Business Centres and Economic Development Portfolio Strategy	Simon Wright, Principal Officer (Regeneration)	review of the policy and procedures on how to support / retain businesses in Lincolnshire
Planning for Growth	Justin Brown, Head of Economic Development	Policy Development
Findings from the Skills Advisory Panel (SAP) Analysis	Clare Hughes, Principal Commissioning Officer (LEP)	

22 OCTOBER 2019 – 10.00am		
Item	Contributor	Purpose
Market Deeping Grow-on Business Space	Amanda Bond, Special Projects Officer	PRE-DECISION SCRUTINY
Huttoft Coastal Tourism Facility	Peter Fender, Peter Fender Special Projects Officer	PRE-DECISION SCRUTINY
Greater Lincolnshire Local Industrial Strategy	Ruth Commissioning (LEP) Carver, Manager	Review of the progress towards the Lincolnshire Local Industrial Strategy.
UK Shared Prosperity Fund	Susannah Lewis, Principal Commissioning Officer Funding	

Future items to be programmed

- Post Brexit Agricultural Policy - Vanessa Strange, Strategic Accessibility & Growth Manager
- Tourism Priorities 2020 onwards – Mary Powell/Samantha Harrison
- Kirton Business Park Development
- High Street Revitalisation Progress Report

For more information about the work of the Environment and Economy Scrutiny Committee please contact Daniel Steel, Scrutiny Officer on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

3. Conclusion

Members of the Committee are invited to review and comment on the work programme and highlight any additional scrutiny activity which could be included for consideration in the work programme.

4. Consultation

a) Have Risks and Impact Analysis been carried out?

Not Applicable

b) Risks and Impact Analysis

Not Applicable

5. Appendices

These are listed below and attached at the back of the report	
Appendix A	Forward Plan of Decisions relating to the Environment and Economy Scrutiny Committee

6. Background Papers

No background papers within Section 100D of the Local Government Act 1972 were used in the preparation of this report.

This report was written by Daniel Steel, Scrutiny Officer, who can be contacted on 01522 552102 or by e-mail at daniel.steel@lincolnshire.gov.uk

Forward Plan of Decisions relating to the Environment and Economy Scrutiny Committee

DEC REF	MATTERS FOR DECISION	DATE OF DECISION	DECISION MAKER	PEOPLE/GROUPS CONSULTED PRIOR TO DECISION	DOCUMENTS TO BE SUBMITTED FOR DECISION	HOW AND WHEN TO COMMENT PRIOR TO THE DECISION BEING TAKEN	RESPONSIBLE PORTFOLIO HOLDER AND CHIEF OFFICER	KEY DECISION YES/NO	DIVISIONS AFFECTED
I017886 New!	Commissioning of Adult Skills and Family Learning	Between 29 May 2019 and 12 June 2019	Executive Councillor: Adult Care, Health and Children's Services	Environment and Economy Scrutiny Committee	Report	Enterprise Commissioner Tel: 01522 550630 Email: justin.brown@lincolnshire.gov.uk	Executive Councillor: Adult Care, Health and Children's Services and Interim Executive Director of Place	Yes	All Divisions
I018000 New!	Lincolnshire County Council's Membership on Water Resources East	4 June 2019	Executive	Leader of the Council; Portfolio Holders; Environment and Economy Scrutiny Committee	Report	Growth and Environment Commissioner Tel: 01522 554809 Email: david.hickman@lincolnshire.gov.uk	Executive Councillor: Economy and Place and Head of Paid Service	No	