

COMMERCIAL AND INVESTMENT COMMITTEE



Date: Friday, 21 June 2019

Democratic and Members' Services

Fiona McMillan
Monitoring Officer

10:00hr

Shire Hall
Castle Hill
Cambridge
CB3 0AP

**Kreis Viersen Room
Shire Hall, Castle Hill, Cambridge, CB3 0AP**

AGENDA

Open to Public and Press

CONSTITUTIONAL MATTERS

- 1. Apologies for absence and declarations of interest**
Guidance on declaring interests is available at
<http://tinyurl.com/ccc-conduct-code>
- 2. Minutes and Action Log of the Committee meeting held 24th May 2019** **5 - 14**
- 3. Petitions and Public Questions**

OTHER DECISIONS

- 4. Commercial Strategy Action Plan** **15 - 24**
- 5. Babraham Smart Energy Grid - Investment Grade Proposal Stage 1 Update** **25 - 34**

- | | | |
|-----------|---|----------------|
| 6. | Stanground Solar PV and Battery Storage Project – Investment Grade Proposal Stage 1 Update | 35 - 42 |
| 7. | Battery Energy Storage System Market Opportunity and Risk | 43 - 50 |
| 8. | Commercial and Investment Committee Agenda Plan | 51 - 56 |
| 9. | Exclusion of Press and Public | |

To resolve that the press and public be excluded from the meeting on the grounds that the agenda contains exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed information relating to any individual, and information relating to the financial or business affairs of any particular person (including the authority holding that information)

10. Investment Acquisition

The Commercial and Investment Committee comprises the following members:

Councillor Josh Schumann (Chairman) Councillor Anne Hay (Vice-Chairwoman)

Councillor Ian Bates Councillor Lorna Dupre Councillor John Gowing Councillor David Jenkins Councillor Linda Jones Councillor Terence Rogers Councillor Mike Shellens and Councillor Tim Wotherspoon

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Clerk Name: Dawn Cave

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The County Council is committed to open government and members of the public are welcome to attend Committee meetings. It supports the principle of transparency and encourages filming, recording and taking photographs at meetings that are open to the public. It also welcomes the use of social networking and micro-blogging websites (such as Twitter and Facebook) to communicate with people about what is happening, as it happens. These arrangements operate in accordance with a protocol agreed by the Chairman of the Council and political Group Leaders which can be accessed via the following link or made available on request: <http://tinyurl.com/ccc-film-record>.

Public speaking on the agenda items above is encouraged. Speakers must register their intention to speak by contacting the Democratic Services Officer no later than 12.00 noon three working days before the meeting. Full details of arrangements for public speaking are set out in Part 4, Part 4.4 of the Council's Constitution <https://tinyurl.com/ProcedureRules>.

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COMMERCIAL AND INVESTMENT COMMITTEE: MINUTES

Date: 24 May 2019

Time: 10:00-12:00

Venue: The Council Chamber, Shire Hall, Cambridge

Present: Councillors J Schumann (Chairman), I Bates, L Dupré, A Hay (Vice Chairman), J Gowing, D Jenkins (items 231-237), L Jones, L Nieto (substituting for Councillor Wotherspoon), T Rogers and M Shellens

In attendance: Councillor T Sanderson (Items 231-234 only)

Apologies: Councillor Wotherspoon (Cllr Nieto substituting)

231. APOLOGIES FOR ABSENCE AND DECLARATIONS OF INTEREST

Apologies for absence were presented on behalf of Councillor Wotherspoon (Councillor Nieto substituting).

Councillor Shellens declared a non-pecuniary interest in item in item 234 as a resident of Brampton.

232. MINUTES OF THE MEETINGS HELD ON 26 APRIL 2019 AND ACTION LOG

The minutes of the meeting held on 26th April 2019 were approved as a correct record.

With regard to item 196(1), it was confirmed that this information had been circulated on 23/05/19, and any queries could be dealt with offline.

Item 211 – it was confirmed that Urban & Civic's timescales for the town centre development at Alconbury Weald had not been circulated, and officers would be asked to progress this.

It was resolved to note the Action Log.

233. PETITIONS AND PUBLIC QUESTIONS

There were no petitions or public questions.

234. HINCHINGBROOKE COUNTRY PARK

The Committee received a report relating to a request from Huntingdonshire District Council (HDC) to agree a new lease for Hinchingbrooke Country Park for 99 years, at a peppercorn rent.

The freehold to the Park was owned by the County Council, and the current lease to HDC was due to expire in April 2026. In 2018, a request to transfer the freehold to HDC

had been rejected by the County Council's Group Leaders, who suggested that a lease extension may be considered. This had been explored by senior officers from both authorities, and an offer made of a 99 year lease at a peppercorn rent, on the understanding that any surplus generated would be reinvested in the site. This proposal had been rejected by HDC. The report set out a number of options to progress this issue. It was noted that the statement *"likely to create tensions between the two councils that may have broader ramifications"* had been included in the 'benefits' column of the Options table, whereas it should be included in the 'risks/issues' column.

Councillor Sanderson spoke as Local Member. He declared a non pecuniary interest as a Member of both Huntingdonshire District Council and Huntingdon Town Council. His main concern was that the Park required investment, but he acknowledged that HDC's Business Plan for the Park was not as ambitious as it could be. The Park was currently running at a loss (£70K pa) and would not generate significant profits. He advised that HDC was now willing to ringfence any surplus from Hinchbrook Country Park specifically to that park. The Town Council had also indicated that they would be willing to take responsibility for the Park, and whilst they had a good track record of managing green spaces, he felt that such an acquisition may be too ambitious.

In response to Member questions, Councillor Sanderson:

- advised that Urban & Civic had indicated that they would be providing another park north of Huntingdon, with direct access from Oxmoor, as part of the Alconbury Weald expansion;
- commented that his aspiration was for more people to use the Park, and he felt that a local authority was best placed to achieve this objective;
- acknowledged that the location was constrained and there were traffic problems, especially at peak times, but suggested that the Highways Agency's proposals for the area would lead to some improvement;
- confirmed that the District Council did engage with the local community, and there was an active user group.

In discussion:

- it was noted that the business case included a proposal of £1.5M to extend the car park, with the majority of parking income expected from the nearby hospital, £200K for refreshing the play equipment and £500K+ for a new visitor centre/café;
- it was noted that HDC's position as conveyed to the Deputy Chief Executive, as reflected in the report, was different to that conveyed to the Local Member;
- a number of Members expressed strong support for the provision of the Park as a valuable local amenity, and suggested that the local authorities should work in partnership for the benefit of residents;
- it was noted that Option C in the report did not close down any of the other options, i.e. Options A and B, but allowed for a thorough exploration of all possible outcomes;

- a number of Members commented that the facilities currently available in the Park were quite limited and required investment;
- a Member commented that it would have been helpful to have been provided with the HDC Business Case, although it was noted that this was publically available;
- one Member suggested that the report should be deferred and further information provided, including a thorough exploration of the Business Case, and further information on the pattern of use, access, etc. Responding, the Chairman stated that a Member steer was needed to establish whether Members have an appetite for the possibility of an alternative provider to be explored, and this should be done by the Committee, not in private. Another Member suggested that money should not be spent exploring options which were unlikely to generate income. The Chairman suggested that such an exploration of all opportunities, including those that were likely to generate income e.g. car parking, would be facilitated by Option C;
- a Member commented that any commercial venture would not be viable without real traffic improvements, and this may involve using the “tractor field”, that was owned by Hinchbrook School.

A number of Members expressed concerns about the wording of Option C, particularly the reference to *“another provider”*. It was also suggested that it should be a joint decision, with the relevant other local authorities, but the Chairman commented that whilst it was reasonable to discuss the Park was other local authorities, ultimately it was the County Council’s asset. Another Member suggested that the problem with Option C as currently set out was that there were no constraints, i.e. all possibilities could be considered, including options which could alienate the public.

A number of amendments were put forward:

Councillor Shellens proposed that the decision was deferred, and this was seconded by Councillor Dupré. On being put to the vote, the proposal was unsuccessful.

Councillor Jenkins proposed that Option C be reworded to read *“Undertake, in discussion with Huntingdonshire District Council and Huntingdon Town Council, an evaluation of taking back the ownership of all options above, and running the operations with another provider”*. This was seconded by Councillor Shellens. On being put to the vote, the amendment was unsuccessful.

Councillor Jones proposed that the report recommendation be amended to read *“consider the request from Huntingdonshire District Council and explore Options B and C, in collaboration with Huntingdonshire District Council and Huntingdon Town Council, and report back to Committee”*. On being put to the vote, the amendment was carried unanimously.

It was resolved to:

Consider the request from Huntingdonshire District Council and explore Options B and C, in collaboration with Huntingdonshire District Council and Huntingdon Town Council, and report back to Committee.

235. FINANCE AND PERFORMANCE REPORT – FINAL REPORT 2018/2019

The Committee considered a report on the financial and performance information relating to the areas within the Commercial and Investment Committee's remit, for year end 2018-19.

At the end of the 2018/19 financial year, there was an overspend £6.416M on the revenue budgets, which was an improvement of £85K since the February report, mainly due to an improvement in the position for County Farms and Strategic Assets, (improvement of £104K and 146k respectively), offset by additional overspend in Property Services (£169K).

The Capital budget recorded an underspend of £30.867M, with three new significant outturn variances relating to Commercial Activity (Housing Schemes), Property Services (Building Maintenance) and Strategic Assets (Shire Hall relocation).

A Member queried how capital financing was reflected in Committee papers, i.e. the net interest costs across the Council's various capital project. Officers explained that capital financing was reported to the General Purposes Committee (GPC), as capital financing was recorded as a cost for the Council as a whole, rather than individual projects. It was acknowledged that the Committee was in a unique position, in that its borrowing for a commercial return, and the Committee needed to ensure that there was a net positive return on those investments. It was agreed that ways of reporting capital financing to the Committee would be explored further outside the meeting. **Action required.**

Arising from the report, Members:

- noting the 2268% variance for Cambridgeshire Music, it was agreed that an officer from that team would be asked to attend the meeting to explain the overspend when the Finance & Performance report was next presented to Committee. **Action required;**
- discussed stretch targets, and how they were deliberately challenging. Whilst some stretch targets had proved to be less robust, these were generally getting better;
- noted that performance indicators were being established in line with the development of the Council's Commercial Strategy, as well as taking into account overall changes to the system of reporting performance;
- with regard to the deposit for the land purchase for the Shire Hall relocation, noted officers' assurances that this would be paid in May 2019.

It was resolved to:

- (i) review, note and comment on the report.

236. COMMITTEE AGENDA PLAN, TRAINING PLAN AND APPOINTMENTS TO OUTSIDE BODIES

Members considered the Committee's Agenda Plan, Training Plan and appointments to Outside Bodies. It was confirmed that the appointments to the Outcome Focused Reviews (OFRs) for Cambridgeshire Outdoors and Cambridgeshire Music were within the Commercial & Investment Committee's remit, as they were Traded Services.

Members noted the addition of the Commercial Strategy to the Committee Agenda Plan for June.

It was resolved to:

- (i) review its agenda plan attached at Appendix 1 to the report;
- (ii) review its training plan attached at Appendix 2 to the report;
- (iii) agree the appointments to outside bodies as detailed in Appendix 3 to the report;
- (iv) agree the appointments to Internal Advisory Groups and Panels as detailed in Appendix 4 to the report.

237. EXCLUSION OF PRESS AND PUBLIC

It was resolved unanimously to:

exclude the press and public from the meeting on the grounds that the following report contained exempt information under Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972, as amended, and that it would not be in the public interest for this information to be disclosed: information relating to any individual, and information relating to the financial business or affairs of any particular person (including the authority holding that information).

Councillor Jenkins declared a personal interest in the following item and withdrew from the meeting.

238. COMMERCIAL PROPERTY ACQUISITION IN SOUTH CAMBRIDGESHIRE

The Committee considered a report recommending the acquisition of a site in South Cambridgeshire, as part of the development of a commercial investment portfolio generating a revenue return.

It was resolved unanimously to:

- a) Endorse the acquisition of the site in South Cambridgeshire, in accordance with the parameters set out in the report, delegating authority to the Chief Finance Officer, in consultation with the Chairman of the Committee, to consider and agree remaining terms of any purchase, at a later date.

Chairman

COMMERCIAL & INVESTMENT COMMITTEE

Minutes-Action Log



Agenda Item no. 2
Cambridgeshire
County Council

Introduction:

This is the updated action log as at **13th June 2019** and captures the actions arising from the most recent Commercial & Investment Committee meeting and updates Members on the progress on compliance in delivering the necessary actions.

Minutes of 19th October 2018

Item no.	Item	Action to be taken by	Action	Comments/Status	Estimated completion date/ Completed
162.	Service Committee Review of the draft 2019-20 Capital Programme	Oliver Hayward/ Will Patten	Last two meetings of the Older People's Accommodation Strategy Working Group had been cancelled (concern that these issues were not being picked up).	See response from Service Director (appended).	Ongoing

Minutes of 14th December 2018

183.	Disposal of ransom strip at St Ives	John Macmillan	The ownership of different parts of the site to be fully detailed in the revised report, and the planning application for the residential development be included in that report.	The Education Capital team have been carrying out feasibility work to extend school capacity at St Ives and are preparing a Justification of Need with regard to acquiring additional land at the St Ivo school which will come to the Capital Programme Board for review and a decision. This would include the Council's land.	Sept 2019
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Minutes of 22nd March 2019

Item no.	Item	Action to be taken by	Action	Comments/Status	Estimated completion date/ Completed
209.	Property at Burwell and Soham – Transfer to This Land and financing (Phase 2)	Tom Kelly	With regard to the “standardisation of routine monitoring” referred to in the report, it was noted that this referred to regular Member meetings with This Land, and it was agreed that these should be diarised quarterly, going forward.	This Land have advised that the next shareholder update is being scheduled for late May / early June.	Ongoing June 2019
209.	Property at Burwell and Soham – Transfer to This Land and financing (Phase 2)	Tom Kelly	Routine monitoring should include regular reports from Council’s own officers, providing a view on the This Land monitoring reports and performance.	Quarterly update due in July and to follow engagement of monitoring surveyor input	Ongoing July 2019
211.	Milestone 3 Report for the Alconbury Weald Civic Hub: Cambs 2020 Programme	Andy Preston/ Kim Davies	Urban & Civic’s timescales for the town centre development at Alconbury Weald would be circulated to Committee Members.	Circulated by email 04/06/19.	Completed
211.	Milestone 3 Report for the Alconbury Weald Civic Hub: Cambs 2020 Programme	Andy Preston/ Kim Davies	Project Risk Register would be shared as part of future reports.	This will be included in future C&I Committee papers as planned. Currently these are proposed for the end of MS4 (October 2019) and the end of MS6 (January 2021)	October 2019

Minutes of 26th April 2019

221.	Commercial Strategy	Amanda Askham	Timescales would be identified for delivery of the commercial workstreams, and a full action plan	Report to C&I Committee – June 2019	21/06/19
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			would be developed and reported back to Committee Members.		
225.	Estates and Building Maintenance Inspections	Alex Gee/ John Macmillan	Action Plan and related KPIs and timescales to be brought to a future meeting	This will form part of a broader Estates Strategy being worked on jointly by the Estates and Transformation teams.	Autumn 2019
Minutes of 24th May 2019					
235.(1)	Finance & Performance Report	Tom Kelly/ Ellie Tod	It was agreed that ways of reporting capital financing to the Committee would be explored further outside the meeting.		
235.(2)	Finance & Performance Report	Hazel Belchamber / Matthew Gunn	It was agreed that an officer from that team would be asked to attend the meeting to explain the noting the 2268% variance for Cambridgeshire Music overspend when the Finance & Performance report was next presented to Committee.	Representatives invited to attend 12 th July meeting.	12/07/19

Response from Service Director – Commissioning (Will Patten):

A key theme of the accommodation strategy is to increase capacity in residential based care.

This included the potential to develop a strategic and commercial relationship with a provider(s) and include land and capital options. This work was banded under workstream 3.

As part of this strategy, we have also been working with the market and pursuing two other options and activity. These are:

1. Extending existing block contracts (workstream 1)
2. Working with the market to develop and release further existing capacity onto block contract arrangements in specific geographical areas (workstream 2)

The outcome of workstream 1 & 2 are likely to deliver the capacity we require and as a result, held workstream 3.

Once the dust has settled from the workstream 1 & 2 work, we will have a much clearer picture of what, if anything is required under workstream 3.

I would be very happy to bring a detailed report to the C&I committee if helpful.

Agenda Item No: 4

COMMERCIAL STRATEGY ACTION PLAN

To: Commercial and Investment Committee

Meeting Date: 21st June 2019

Amanda Askham – Director of Business Improvement and Development

Electoral division(s): All

Forward Plan ref: N/a **Key decision:** No

Purpose: To provide the Action Plan to accompany the Commercial Strategy 2019-2021.

Recommendation: For the Committee to note the programme of work over the next six months against the three key themes as contained within the Commercial Strategy.

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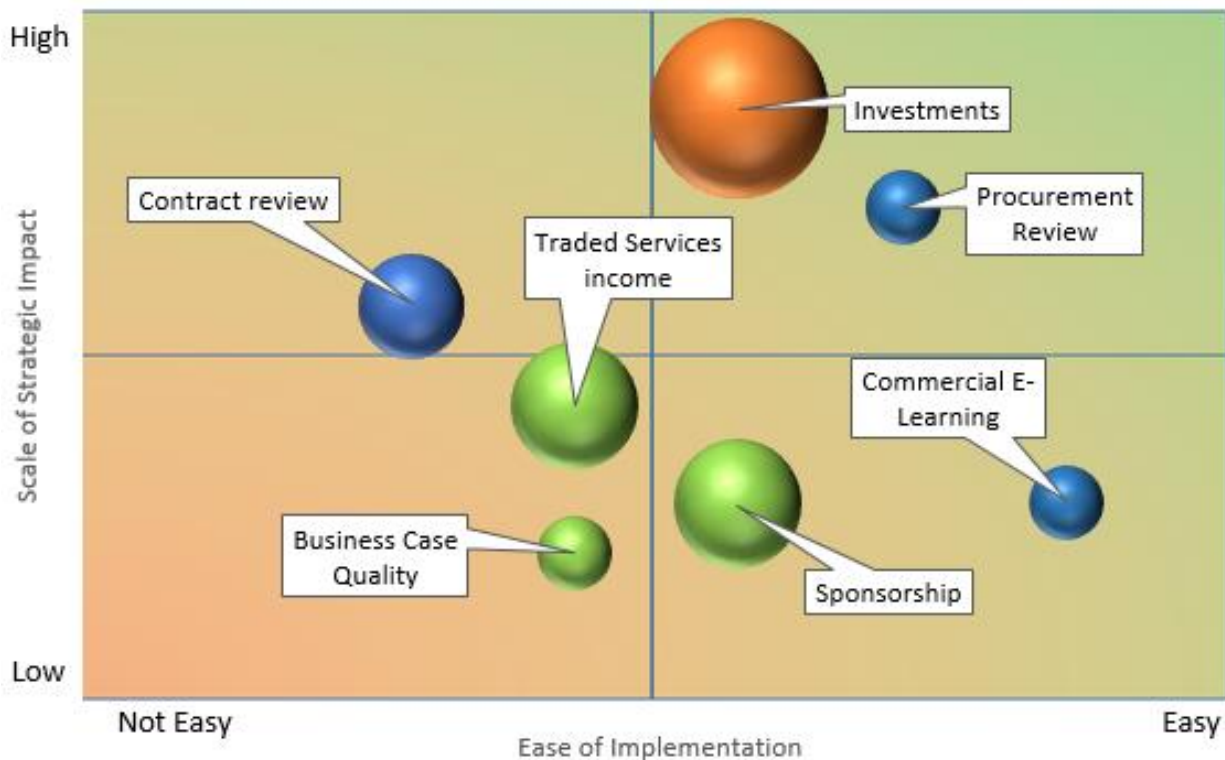
1. OVERVIEW

- 1.1. On 26 April 2019, Commercial and Investment Committee (C&I) approved the 2019-2021 Commercial Strategy. It was agreed that following the adoption of the Commercial Strategy, an action plan and associated key performance indicators would be created and reported to C&I.
- 1.2. This paper presents the proposed action plan (set out in **Appendix 1**) and identifies the areas currently being prioritised between June – December 2019 in order to deliver the objectives of the strategy.
- 1.3. The action plan will initially be owned and delivered by the Transformation Team until the establishment of the new commercial team with reporting made to C&I on a quarterly basis commencing in September 2019.

2. ACTION PLAN

- 2.1 In constructing the action plan consideration was given to the need to be aspirational in the work / opportunities being explored but also cognisant of the need to ensure that the foundations and processes are in place to ensure decisions are based on high quality, reliable, evidence-based information.
- 2.1. Therefore whilst the action plan does contain reference to a number of process / development actions e.g. commercial e-learning, there are also more aspirational actions included e.g. development of private sector investment. In addition, new opportunities are continuously being identified and prioritised in accordance with the opportunity appraisal framework (see below). Therefore current activities might be paused / reprioritised between reporting periods but this will be identified to members at the appropriate points.
- 2.3 To ensure that the actions identified are prioritised effectively, the Opportunity Appraisal Framework has been used to assess these based on three criteria:
 - The Scale of Strategic Impact (vertical axis); considering the potential for income, reduced cost and social value.
 - The Ease of Implementation (horizontal axis); risk, complexity, upfront cost, resources and expertise required.
 - Political Appetite (circle); a large circle represents that an opportunity will be more politically sensitive than opportunities represented by smaller circles.
- 2.4 There is currently a good mix of actions across the framework with those in the lower left quadrant being monitored to ensure continued viability.

Opportunity Appraisal Framework



3. SUMMARY OF PROGRESS / INTENTIONS

- 3.1. Whilst the Commercial Strategy was adopted in April, work focused on delivering against its objectives was already under way.
- 3.2. Contract and Procurement
 - Engaged with various Services to understand needs and wants from a procurement function and how this could interface with existing structures.
 - A number of contracts of varying values has been identified that could be open to negotiation. Engaging with Services to understand opportunities further.
- 3.3. Contributions and Funding
 - Commercial e-learning will be launched across the organisation in July with the external product for sale to other local authorities scheduled for November.
 - Working with library services to explore potential sponsorship opportunities and to develop a framework for how we sell our opportunities to potential customers.
- 3.4. Acquisitions and investments
 - Cambridgeshire's Commercial Portfolio is beginning to develop with the purchase of a number of commercial properties and through investing in the CCLA's Local Authority Property Fund.

- Commercial Board have identified a suite of further commercial investment opportunities for consideration, all of which are at various stages in the investment and acquisition pipeline.
- The authority is beginning to investigate alternative investment opportunities to commercial property in order to diversify our portfolio and reduce risk where possible.

4. ALIGNMENT WITH CORPORATE PRIORITIES

4.1. The Action Plan identifies the activities to be undertaken to deliver against the objectives within the Strategy during the next period. This includes creating and monitoring our commercial returns to support the delivery of crucial frontline services which drive positive impact on all three Corporate Priorities.

- A good quality of life for everyone
- Thriving places for people to live
- The best start for Cambridgeshire's children

4.2. This will be achieved by:

- Using our public assets wisely and raising money in a fair and business like way to generate social return for all citizens of Cambridgeshire
- Growing financial and social capital place by place by stewarding local resources including public, private and voluntary contributions
- Continuing to invest in the environment, infrastructure and services that are a vital part of everyday life for everyone in the county and for a thriving local economy.

5. SIGNIFICANT IMPLICATIONS

5.1 Resource Implications

The Action Plan is currently being delivered from Transformation Team resources. A Commercial Team, operating across Cambridgeshire and Peterborough, will be recruited in the coming months to drive forward activities and deliver our commercial ambitions. This Commercial Team will be kept as lean as possible and will be supported by a range of external experts as required for specific initiatives. Outline agreement for 18 months funding for this team through the Transformation Fund was agreed by General Purposes Committee in January 2019, with a view to the team becoming self-funding by 1st April 2021. Once structure and job descriptions have been finalised, a full Transformation Fund business case will be taken to GPC.

All three commercial themes will require investment for return. Full business cases will be developed for each initiative and progressed through appropriate governance routes.

5.2 Procurement/Contractual/Council Contract Procedure Rules Implications

One of the priority areas of the Strategy indicates an innovative approach to procurement and contracting. Work on this has started with colleagues from Procurement and through the Commercial Board.

5.3 Statutory, Legal and Risk Implications

Our ability to deliver the Action Plan (and the Strategy) will depend on a number of factors including how well we use our legal powers and delegations and the political appetite to accept new risk. Full business cases, which consider legal implications and clearly articulate risk and reward, will be developed for all commercial proposals.

5.4 Equality and Diversity Implications

The business case template for commercial work includes equality and diversity implications for all initiatives.

5.5 Engagement and Communications Implications

The Action Plan will be an internal working document. However, the Commercial Strategy, and any such reviews, will be communicated through different channels and to different audiences in a variety of formats.

5.6 Localism and Local Member Involvement

Social value is a key element of the Commercial Strategy and all commercial business cases will consider value (both social and financial) to our local area. Members of the C&I Committee will be involved in reviewing (and often in developing) Business Cases for commercial proposals. Where there is a direct impact in a locality, Local Members will be notified according to the Council's constitution.

5.7 Public Health Implications



The Strategy is focused on creating sustainable funding for the delivery of crucial frontline services, many of which have a positive impact on Public Health priorities.



Appendix 1 – Commercial Strategy Action Plan





6-MONTH ACTION PLAN (JUNE – DECEMBER)


Commercial Strategy Objectives

- To invest in schemes and projects which can deliver £15m to £20m of new revenue income over a period of five to ten years
- To deliver a further £20m of capital receipts by 31st March 2020
- To reduce the number of contract waivers agreed
- To deliver commercial skills development to 33% of eligible staff by the end of 2019, rising year on year by 33% to 100% by end of financial year 2021
- Achieve a 4% return on the value of our farm estates

Theme	Activity	Impact / objective	Start date / Completion Date	RAG Rating
Contract, market shaping and procurement	<p>Carry out review of existing contracts, assessing potential opportunities and engage with Services to understand how these are being explored.</p> <p>Work with Services exploit opportunities to negotiate better terms and improved outcomes</p> <p>Identify skills gap in contract management and carry out training to address needs.</p>	<p>Review contracts that equate to a value in excess of £20million to:</p> <p>(a) Identify a net reduction of £200k/year from renegotiated contracts (April 2021)</p> <p>(b) Ensure our contracts are fit for purpose and being delivered in accordance with the contract terms (April 2021)</p>	<p>Work has commenced and contracts have been identified for potential review (complete)</p> <p>Contract reviews are being undertaken across Services, including a review of the Highways contract (in progress)</p> <p>Broader analysis of contract spend is being undertaken as part of the review with Grant Thornton, which will further inform priorities for this work stream (in progress)</p>	 <p>This indicator is currently red as the £200k saving for this year is yet to be allocated to specific contracts</p>
	<p>Commercial e-learning package to be rolled-out across the organisation in July.</p> <p>External product being developed and terms for sale being worked up with legal. Launch date of November 2019 for external product.</p>	<p>To deliver commercial e-learning training resulting in improved knowledge and skill deployment.</p> <p>Generate income of £50k from sale of external e-learning product to local authorities by March 2020</p>	<p>Work has commenced and remains ongoing.</p> <p>On schedule to launch the e-learning package across 33% of staff by March 2020.</p> <p>Demand in the market for our external product based on initial</p>	 <p>On track</p>

Theme	Activity	Impact / objective	Start date / Completion Date	RAG Rating
			marketing is positive. The product will be launched in September 2019.	
	<p>Engage with Services and understand desired requirements from a procurement function.</p> <p>Generated starting specification for function and understand priorities and affordability.</p> <p>Monitor approach taken for contract exemptions and extension and challenge rationale.</p>	<p>The number of contract waivers will reduce by 10% compared to the previous period (April 2021)</p> <p>By December 2020, have a procurement function that results in:</p> <ul style="list-style-type: none"> - Reduction in overall contract spend in real terms - Demonstrates savings from joint procurement with PCC - Shapes the market so it is well placed to meet our major challenges 	<p>Early review currently being undertaken.</p> <p>Review complete and solution to be in place by December 2020.</p>	 <p>On track</p>
Contributions and funding	Develop a framework that structures our approach to attract large scale private sector investment.	Understand sources and options for significant investment (>£5m) in social enterprises projects	To commence in December 2019	Not started
	<p>Understand how sponsorship opportunities are addressed and assessed across the organisation.</p> <p>Put in place a structure to ensure activities that have potential sponsorship opportunities work in a way that encourages investment.</p>	£200k/year of increased revenue from sponsorship.	<p>Work commenced with Services in March 2019 to identify opportunities.</p> <p>The framework / plan for sponsorship attraction to be complete by December 2019.</p> <p>£200k target for 2019/20 will be challenging to achieve in Year 1</p>	 <p>Potential Risk</p>

Theme	Activity	Impact / objective	Start date / Completion Date	RAG Rating
	<p>To review / develop business plans from our traded services enabling:</p> <ul style="list-style-type: none"> - Optimising income levels where commercial activity is the priority and maximising outcomes where social benefits are the focus - Understand asset value - Ensure robust business plans are in place - Strong governance focused on achievements and challenge 	<p>Ensure our traded services are:</p> <ul style="list-style-type: none"> - Increasing income in line with business plans (December 2021) - Have a robust process in place for measuring social value (by December 2020) 	Work has begun with key traded services and remains ongoing. All services to have agreed Business Plans by June 2020	 On track
	<p>Put in place process to evaluate businesses cases applying the five key methodology and 'green book' HM Treasury guidance.</p> <p>Ensure there is a framework for assessing the value of social outcomes using consistent methodology.</p>	<p>Ensure that Members and relevant staff are trained in how to factor social value into investment and commercial decisions (December 2019).</p> <p>Carry out staff training and put quality protocol in place to improve quality of business cases and that social value is correctly evaluated.</p>	<p>Initial training has been completed. Further training to be schedule by December 2019</p> <p>Commenced. To be completed by December 2019.</p>	 On track
Acquisitions and Investment	Achieve £5m net income return (existing portfolio)	<p>Finalise principles for which to use capital receipts / borrowing to fund acquisitions</p> <p>Agree long term asset management process</p>	This has begun and is scheduled to be completed by September 2019	 On track
	Achieve an additional £5m net income return from property portfolio	<p>External investment advisor appointed to support increasing our portfolio.</p> <p>This will include; supporting us to strategically manage the current / future portfolio,</p>	Work has commenced with the ALM due to be completed by the end of June 2019. Additional milestones dependent on approach taken.	 On track

Theme	Activity	Impact / objective	Start date / Completion Date	RAG Rating
		developing asset and liability model (ALM) based on CCC's needs. Identify and integrate funds / fund managers to invest in and the procurement of fund / fund managers	Additional income target relates to 2019/20 but will be dependent on additional investment	
	Complete financial modelling of non-property investments proposal	External investment advisor (as part of modelling described above) to advise on non-property asset classes to invest in. Explore with local venture capitalist firms opportunities	Modelling work to be completed by August 2019. Additional milestones to be agreed once approach is known.	 On track

**BABRAHAM SMART ENERGY GRID – INVESTMENT GRADE PROPOSAL STAGE 1
UPDATE**

To: **Commercial and Investment Committee**

Meeting Date: **21 June 2019**

From: **Executive Director – Place and Economy**

Electoral division(s): **Queen Edith's and Sawston & Shelford**

Forward Plan ref: **N/a** *Key decision:* **No**

Purpose: **To consider progress against stage 1 of the Investment Grade Proposal for a smart energy grid at Babraham Park and Ride.**

Recommendation: **The Committee is being asked to:**

- a) Note the work conducted to date to reduce risk and approve progress from stage 1 into stages 2 – 4 of the Investment Grade Proposal (IGP);**
- b) Approve the drawdown of £350,039 for project development fees, internal costs, planning permission and other fees for completion of those IGP stages; and**
- c) Note the risk posed by OFGEM's Targeted Charging Review.**

<i>Officer contacts:</i>		<i>Member contacts:</i>	
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1. BACKGROUND

- 1.1 At the May 2018 Commercial and Investment Committee meeting, a development budget for the first stage of an Investment Grade Proposal (IGP) for smart energy grids was granted for both Trumpington and Babraham Park & Rides. A development budget of £300,000 was approved, split evenly between the two sites.
- 1.2 The IGP development is split into four stages with the intention to obtain the maximum level of certainty and security at the earliest stage of the development, in terms of cost and commitment and to create a decision gateway between stages.
- 1.3 The subject of this report is covering stage one, Concept and Qualification, which includes:
 - outline design;
 - receiving pre-application planning advice;
 - making an initial application to the Distribution Network Operator for a grid connection;
 - engagement with potential Power Purchase Agreement customers; and
 - managing the key risks associated with the above and the overall viability of the project.
- 1.4 In December 2018, Members were briefed on the fact that work on the Trumpington Park & Ride smart energy grid project was on hold pending the outcome of public consultations on different options to manage transport demand in the Southern Fringe. Options included whether or not to build a second park and ride off the M11 and/or whether to double-deck the existing Trumpington Park & Ride. The option to take forward will be decided on 27 June 2019 by the Greater Cambridge Partnership Executive Board.
- 1.5 Through the Climate Change Act, the government has committed to reduce emissions by at least 80% of 1990 levels by the year 2050. In mid-June, government proposed to increase the target to 100% of 1990 levels by the year 2050. To meet these targets, the government has set five-yearly carbon budgets which currently run until 2032. They restrict the amount of greenhouse gas the UK can legally emit in a five year period.
- 1.6 In order to meet these carbon budgets, the government has laid out ambitious plans to decarbonise heat, electricity and transport which will see a rapid increase in the use of renewable energy. As more renewable energy is connected to the grid, services to retain balance in grid operation will be required. Battery energy storage is one technology which provides those services reliably.

2.0 MAIN ISSUES

Developing outline designs

- 2.1 The original concept of a smart energy grid on Babraham Park and Ride included solar renewable energy, battery storage and electric vehicle charging infrastructure for cars and buses. The battery storage was included to provide flexibility services to National Grid to generate revenues and formed the bulk of revenues expected. However, since the initial paper was presented to Committee, the market for battery storage services has experienced uncertainty about the timing and level of revenues.

- 2.2 Given the clear long term need for battery storage capacity to balance Government's ambition for 50% of electricity from renewables by 2030, there is a case to continue to develop battery storage projects despite current revenue uncertainties. This will prepare the Council to bid for grid service contracts as new revenue mechanisms become available, avoiding missed opportunities due to project immaturity. The risk with this approach is that new revenues will not come forward for batteries as the quantity of renewables connected to the grid grows. These issues are explored in much more depth in the paper entitled 'Battery Energy Storage System Market Opportunity & Risk' also on this Committee agenda.
- 2.3 Considering the above, it is proposed to continue to develop the original concept to allow us to develop a shovel-ready project.
- 2.4 In parallel, the concept and design of the scheme remains under review to explore other options including more rapid uptake of electric vehicle chargers, sales to a local customer in place of battery storage revenue and reviewing a range of different options for the use of the battery. These alternative options are intended to reinforce the economic business case, so as to reduce reliance on battery storage revenues.

Planning

- 2.5 The County Council is the planning authority for this project under Regulation 3 of the Town and Country Planning General Regulations 1992. In November 2018, pre-planning advice was received and the following issues identified:

The site is within the greenbelt and sits within both Cambridge City and South Cambridgeshire boundaries which means the policies from both Councils will need to be considered. Both Local Plans have policies with a presumption in favour of renewable and low carbon energy generation. In addition, there is a local nature reserve nearby and sites of special scientific interest. Due to the size of the development, an Environmental Screening Request will be submitted ahead of the full planning application to help inform the submission documents. Given the broad policy support, the planning application is expected to receive an officer recommendation for approval, subject to formal consultation.

- 2.6 As the site is located in the Green Belt, additional sensitivities can be expected, therefore a community engagement officer will be procured.
- 2.7 Following receipt of two quotes, a planning consultant was procured by our partner Bouygues to develop the full planning application. A Preliminary Ecological Assessment has been conducted identifying two issues: the existence of potential bat foraging areas on site and that one of the routes for electrical connection cabling traverses a wildlife corridor. A breeding bird survey was also conducted. The full application is scheduled to be submitted in the third stage of IGP development, these studies were brought forward due to the seasonal nature of ecological studies.

Connection to the Distribution Network Operator

- 2.8 The Energy Investment Unit (EIU) and Greater Cambridge Partnership (GCP) have commissioned an engineering feasibility study for upgrading the 132kV substation at Fulbourn to unlock grid capacity in Cambridge Southern Fringe to primarily support

commercial growth. The results of this feasibility study are due by October 2019. Detailed designs would be progressed over the subsequent 18 months with construction planned to install the grid reinforcement by 2022-23. The investment by GCP may be recouped by sharing the cost upgrades fairly by subsequent developers using the new substation. Both Babraham and Trumpington Park and Ride developments could come under this arrangement to facilitate the battery storage opportunities as part of this project. Consideration may be needed as to how to phase the Babraham project delivery to benefit from these upgrades.

- 2.9 Without the above grid reinforcements in place, the Babraham P+R project had to make an application for a connection under UK Power Network's Flexible Distributed Generation (FDG) scheme in April 2019 to understand potential costs. The FDG scheme offers grid connection at a lower cost however generation could be subjected to curtailment. A curtailed connection means that CCC could be asked to reduce our generation over the course of the year.
- 2.10 An application was made by Bouygues to UKPN for the largest capacity of battery storage and solar PV array (12 MW in total), so as to obtain an understanding of the worst case in terms of curtailment and cost. Informally, CCC has been advised that the connection costs could be as high as £4.5million with estimated curtailment of 5% of generation. It is proposed that a revised application be made once the final capacity and scope of system has been determined and discussions conducted with UKPN on the strategic grid reinforcements proposed under section 2.8.

Power Purchase Agreements/Other revenues

- 2.11 Initial discussions with Addenbrooke's hospital took place during 2018 to gauge their interest in purchasing green electricity from the project. These discussions were positive dependent on the price of the electricity and their procurement processes. Sales to a local customer via a Power Purchase Agreement can produce a better return on investment than selling directly at a wholesale tariff onto the grid. A buried private wire would be required to connect the Park & Ride to Addenbrooke's in order to supply electricity, however much of the land between the two locations is owned by the County Council. It is proposed that the Council continues with further negotiations with Addenbrookes and other companies at the biomedical campus in the next stage of the project.
- 2.12 In parallel, discussions on the Council's future buying strategy for energy post 2020 are ongoing. The EIU is scoping how corporate Power Purchase Agreements (PPAs) and Demand Side Response (DSR) mechanisms included in purchasing agreements can be used to optimise benefits to the Council. This provides the opportunity to sell energy generated from our assets at better than wholesale price and buy electricity at lower cost.
- 2.13 The EIU is developing a second Innovate UK Bid for submission in July 2019, which will be the subject of a report to the July Commercial & Investment Committee. The aim of this project is to work with UKPN to provide the network capacity for growth to 2030 not only looking at strategic grid reinforcements as described in paragraph 2.8 above but also to deliver flexibility services for the network to manage peak demand. Babraham and Trumpington Park and Ride (P+R) schemes could form part of the flexibility services offer should we be successful in the Innovate UK bid, offsetting some of the costs of those

schemes.

Contracting

- 2.14 A contract covering the full development of the Investment Grade Proposal was agreed with design and build contractor, Bouygues Energies & Services. Progression through the overall development of the IGP is governed by Commercial and Investment Committee. A second contract with Local Partnerships (co-owner of the Refit 3 Framework) was negotiated to provide independent review of materials Bouygues produces as well as any Works contract eventually negotiated. Local Partnerships' review of the High Level Assessment was provided in February 2019 and will be reflected in future business models.

Outreach

- 2.15 In January and February 2019, presentations were given by officers of the County Council and partner organisation Bouygues to Great Shelford Parish Councillors and to a public meeting in Great Shelford. In addition, staff were available at the Park and Ride to talk to commuters about the project on several occasions. A letter delivered to local residents, information posted on the County Council's Facebook page and www.mlei.co.uk advertised the above events.
- 2.16 Ongoing community engagement is planned throughout project development. As there may be sensitivities due to the site being located in the green belt, a community engagement consultant will be procured.

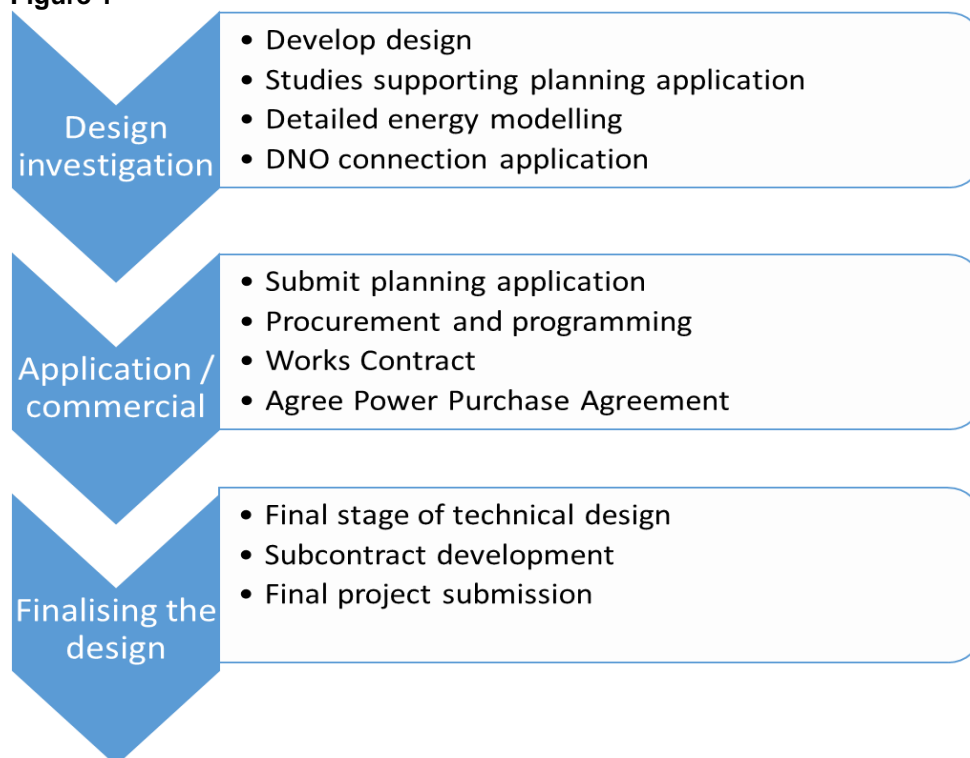
Other risk management

- 2.17 The Biomedical campus continues to grow as does the demand for parking at Babraham P+R. Since the relocation of Papworth hospital, monitoring at the P+R identifies that the site is at or near capacity. Discussions are now ongoing with Greater Cambridge Partnership as how to manage car parking capacity when construction of the smart energy grid starts on site.
- 2.18 OFGEM has been consulting on changes to its charging regime for use of the network for all asset types across the UK power system. The proposals aim to level the playing field between different forms of generation from 2023. However, the current proposals would negatively impact solar and battery storage schemes connecting to the distribution or transmission network more than any other type of asset. This has led OFGEM to review their proposals but if left unchanged, this has the potential to delay subsidy free solar and battery schemes by up to 3-5 years, as there may be no mechanism for these projects to recover the additional charges. Other asset classes can access Contract for Difference or capacity markets to recoup the additional charges. Discussions are now ongoing with the Department for Business, Energy & Industrial Strategy to prepare Government on the impact of these proposals on their Clean Growth Strategy.

Next stages

- 2.19 The diagram below (Figure 1) outlines the high level scope of work for the next three stages of the Investment Grade Proposal, i.e. stages 2 - 4.

Figure 1



Stage 2-4 Budget Requirements

2.20 Spend to date on Stage 1 and budget requirements for stages 2-4 are set out below.

IGP Stage	Indicative timescale	Revenue Budget	Capital Budget
Stage 1 (spent or committed)	Completed	£1,902	£77,404
Stage 2	July 2019 – March 2020	£27,135	£154,161
Stage 3	April – September 2020	£8,056	£109,019
Stage 4	October - December 2020	£4,828	£86,859
TOTAL		£41,922	£427,443

2.21 Approval is requested to draw down a further £350k of capital funding to develop the project through stages 2 to 4 as set out above. £40k of revenue funding is also required which will be provided within the Transformation Fund allocation agreed by General Purposes Committee in May, bringing the total additional project spend to £390k. The project budget agreed by Capital Programme Board in August 2018 included £459k for project development so the resource requirements set out above are in line with those previously approved. These estimates include an element of contingency so actual costs may be slightly lower.

2.22 We will report on spend against these budgets and progress under each stage in EIU's quarterly reports to C&I Committee.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

There are no significant implications for this priority.

3.2 Thriving places for people to live

There are no significant implications for this priority.

3.3 The best start for Cambridgeshire's children

The project will provide clean renewable energy to power the sites' usage, and local customers either directly or via electric vehicle charging, thereby reducing the Council's and Cambridgeshire's carbon footprint and mitigating climate change.

4.0 SIGNIFICANT IMPLICATIONS

4.1 Resource Implications

4.2 If, following the development of the detailed business case, it is decided not to implement the projects, project development funding will have to be paid. The current proposition is to offset the costs from these projects against the wider program of energy projects in the pipeline.

4.3 There are no implications for Information and Communications Technologies or data ownership.

4.4 **Impact on human resources.** The costs for county council staff involvement to deliver the project are included.

4.5 **Sustainable Resources.** The project's goal is to generate low-carbon electricity, reduce electricity usage on-site, increase the provision of electric vehicle charge points and provide solutions to the grid capacity problems experienced across Cambridgeshire.

4.6 Procurement/Contractual/Council Contract Procedure Rules Implications

Bouygues Energies & Services was procured under a mini-competition run under the Refit 3 Framework. As the Framework does not expire until April 2020, there are no significant implications from a procurement or contractual standpoint.

4.7 Statutory, Legal and Risk Implications

4.8 Regulatory risk. The OFGEM Targeted Charging Review referenced in section 2.18 presents risk to forming viable business cases for solar and battery storage projects which require connection to the distribution network. A direct connection to a local customer would mitigate this risk.

- 4.9 Reputational risk due to a lack of parking during construction.
- 4.10 Health and safety implications. The canopies could provide some potential cover for crime, therefore the CCTV cameras on site will be repositioned for better coverage. Under canopy lighting will also be provided for better visibility.
- 4.11 A private wire connection to Addenbrookes would necessitate wayleaves / easements on third party land. A private Power Purchase Agreement would also be necessary.

4.12 Equality and Diversity Implications

There are no significant implications. The electric vehicle charge points will be available to the entire community.

4.5 Engagement and Communications Implications

A letter explaining the project was distributed to the surrounding households and businesses in person during January. Staff manned a table at the park and ride to communicate details of the project to commuters in the same time period. A presentation to the Great Shelford community was made in February 2019.

4.6 Localism and Local Member Involvement

Presentations were made to the Great Shelford Parish Council and to the Great Shelford public in January and February 2019. An email update was provided to the Parish Council, County Members, and City Councillors for Queen Edith's, Shelford, and Cherry Hinton in May 2019.

4.7 Public Health Implications

Vehicle emissions are a direct cause of poor air quality and the introduction of additional electric charging points for cars powered by zero emission electricity could therefore lower pollution and therefore result in positive health benefits through improved air quality. The Transport and Health Joint Strategic Needs Assessment 2015 states that new low emission vehicles are either fully electric with no emissions at the point of use or hybrid vehicles which have significantly reduced emissions for periods of the drive cycle and may be capable of some zero emission running. Therefore, with new low emission vehicle technology there is the potential for substantial real world cuts in emissions.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus DeSilva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Debbie Carter-Hughes
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Elsa Evans
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Joanna Shilton
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Emma Fitch
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Stuart Keeble

Source Documents	Location
1. Outline Business Case for Smart Energy Grids for Trumpington and Babraham Park and Ride Sites, paper to Commercial and Investment Committee, 25 May 2018.	https://tinyurl.com/y4rypxyn

STANGROUND SOLAR PV AND BATTERY STORAGE PROJECT – IGP STAGE 1 UPDATE

To: **Commercial and Investment Committee**

Meeting Date: **21 June 2019**

From: **Executive Director, Place and Economy**

Electoral division(s): **All**

Forward Plan ref: **N/a** *Key decision:* **No**

Purpose: **To provide a progress update on Stage 1 of the Investment Grade Proposal development process for this project and seek approval to proceed to Stages 2-4.**

Recommendation: **The Committee is asked to:**

- a) Note the findings of the Stage 1 work; and**
- b) Approve progression to Stages 2-4 of the Investment Grade Proposal (IGP); and**
- c) Approve the drawdown of £365,912 for project development, internal costs, planning permission and other fees for completion of these IGP stages.**

<i>Officer contact:</i>	<i>Member contacts:</i>
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Tel: 01223 715909	Tel: 01223 706398

1. BACKGROUND

- 1.1 At the 14 September 2018 Commercial & Investment Committee meeting, a development budget for the first stage of an Investment Grade Proposal (IGP) for energy projects at Stanground and Woodston closed landfill sites was granted¹. These two sites were selected as the most promising (in terms of topography, proximity to electricity grid connection points and local large energy users) for energy projects, from a review of five closed landfill sites across the county. A development budget of £150,000 for each site was approved².
- 1.2 The IGP development is split into four stages to obtain the maximum level of certainty and security at the earliest stage of the development, in terms of cost and commitment and to create a decision gateway between stages. This report covers the IGP Stage 1 findings for Stanground (a 2.25 MW solar farm plus battery energy storage project). Stage 1 includes:
- outline design;
 - receiving pre-application planning advice;
 - an initial application to the Distribution Network Operator for a grid connection;
 - engagement with potential Power Purchase Agreement customers; and
 - managing the key project risks and viability.
- 1.3 The report also requests a decision on proceeding to Stages 2-4 of the IGP development for the Stanground project, with an additional budget to cover the work in these stages. A separate report on the Woodston project will be provided later in the year.

2.0 MAIN ISSUES

Developing outline designs

- 2.1 The original concept for this project was for a battery energy storage system plus solar farm connected to the local electricity grid. This would sell electricity into the wholesale market and provide grid balancing and stabilisation services from the battery. This remains the central case recommended to be taken forward to Stage 2 – 4, noting the battery market risks and opportunities explored in the Commercial and Investment Committee paper entitled 'Battery Energy Storage System Market Opportunity & Risk' also on this Committee agenda.
- 2.2 Design and modelling has also considered a solar PV only option which could be developed, with or without 'enabling battery infrastructure' to allow the battery storage to come online later, once revenues and the business case become clear.
- 2.3 Initial outline design to support pre-planning and grid connection feasibility studies has been completed, comparing options for mounting design, solar panel type and layout, shortlisting the most promising options for detailed modelling. Modelled electrical output from the solar PV has improved slightly from the original business case. A range of battery energy storage

¹ Outline Business Cases for Clean Energy Projects at Woodston and Stanground Closed Landfills

² 14th September 2018 C & I Committee Decision Statement

capacity and discharge rate options have been set up in the model, for further investigation in future Stages.

Pre-Planning Advice

- 2.4 Pre-planning discussions have taken place with Peterborough City Council (the determining authority). Written advice has been received providing constructive guidance on the scope of ecology works, planting for screening, site boundary treatment and preferred construction access routes. No major concerns have been raised with the proposals.
- 2.5 A Preliminary Ecological Assessment (PEA) has identified the need for specific surveys for Great Crested Newts, breeding and nesting birds and bat activity. As there is a seasonal window for these surveys, these have commenced to ensure they can be completed in 2019 ahead of a full planning application (at Stage 3 of the IGP).

Grid Connection

- 2.6 The outline business case presented to Committee in September 2018 identified that a key risk to the project was securing a grid connection in a constrained area of the network. Initial engagement with UK Power Networks (UKPN) the Distribution Network Operator (DNO), identified costs of £22 million to connect the project to the electricity grid for an unconstrained connection. This cost was not viable for the project and UKPN advised the Council to apply for a Flexible Distributed Generation feasibility study to estimate the costs of a constrained connection. The resulting estimate for a flexible connection is £720,000 with 4.5% curtailment (the proportion of electricity generated that cannot be exported and sold). This connection cost is well below the £1.58m assumed in the original outline business case, helping to offset the impacts of curtailment.

Power Purchase Agreement (PPA) Customer Engagement

- 2.7 For the base case modelling, all electricity is assumed to be sold into the wholesale market rather than direct to a PPA customer. Power Purchase Agreements (PPAs) can produce a better return on investment than selling directly at a wholesale tariff. There are three large businesses close to the Stanground project. To date, one of these businesses has indicated that they are not interested in a PPA, but discussions with the other companies are still to be opened.
- 2.8 The Energy Investment Unit is currently reviewing its future energy buying strategy post 2020. Options being explored under any new procurement arrangements include corporate PPAs, which would increase the value of electricity the Council generates, and Demand Side Response (DSR), which would generate revenue by flexibly operating energy assets. This is still under exploration. If these mechanisms are available and can be applied to the project, they offer a lower risk / lower return approach than the PPAs described in paragraph 2.7 above.

Updated Business Case Modelling

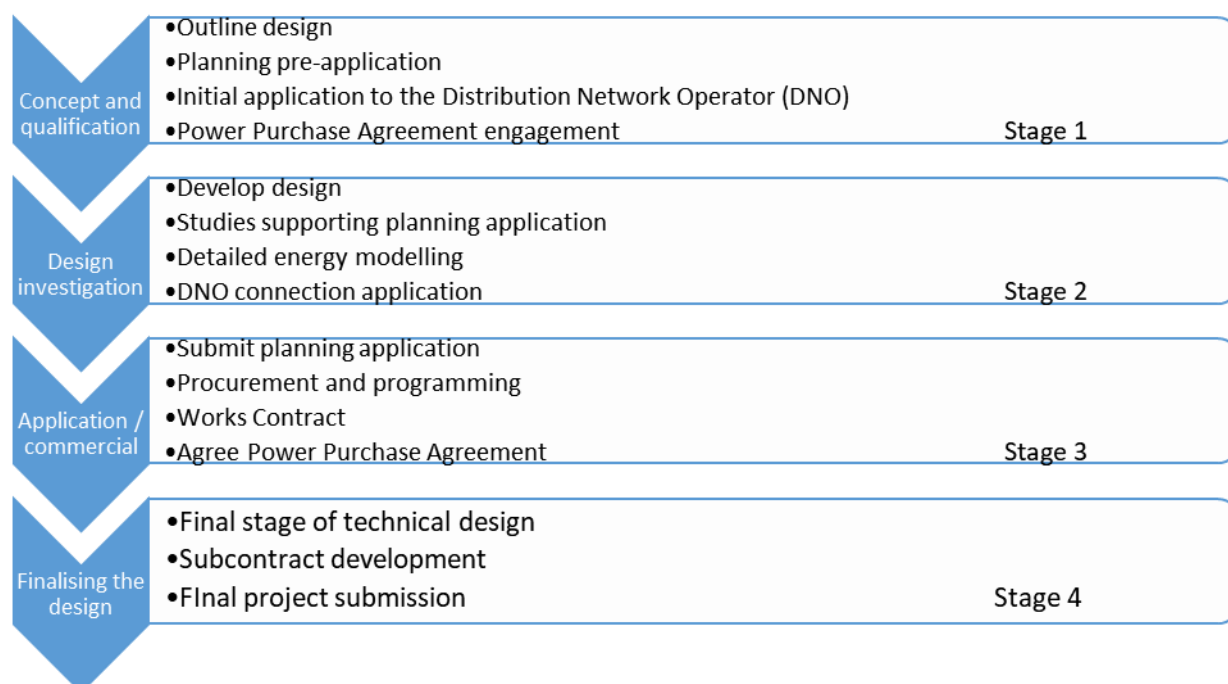
- 2.9 Business Case modelling for the solar PV element of the project has been updated to reflect the preferred solar PV outline design options. The solar PV only modelling results are summarised below.

Option	Payback	Internal Rate of Return (IRR) over 25 years
Solar PV only	19 years	3.4%
Solar PV + corporate PPAs	15 years	5.8%
Solar PV + direct sales PPA	11 years	9.6%

- 2.10 A solar PV project without battery storage only looks commercially attractive if it is possible to secure a PPA customer or increase the value of the electricity through optimising the buying and selling of energy through corporate PPAs. The project will continue to be developed with a battery storage element for the additional opportunities this provides. As discussed in the 'Battery Energy Storage System Market Opportunity & Risk' report referred to in paragraph 2.1, it is not currently possible to model battery revenues, but we are confident that a market will exist to support new battery storage projects.

Next stages

- 2.11 The diagram below outlines the scope of work for the stages of the IGP development, this report seeks approval to proceed to stages 2 - 4.



Stage 2-4 budget requirements

2.12 Spend to date on Stage 1 and budget requirements for Stages 2-4 are set out below.

IGP Stage	Indicative timescale	Revenue Budget	Capital Budget
Stage 1 (spent or committed)	Completed	£5,365	£65,298
Stage 2	July – March 2020	£9,111	£162,915
Stage 3	April– September 2020	£7,476	£107,616
Stage 4	October - December 2020	£3,139	£95,381
TOTAL		£25,090	£431,210

2.13 Approval is requested to draw down a further £366k of capital funding to develop the project through stages 2 to 4 as set out above. Drawing down of £20k of revenue funding, which will be provided within the Transformation Fund allocation agreed by GPC in May, is also requested. The total additional drawdown is £386k. The project budget agreed by Capital Programme Board in November 2018 included £459k for project development so the resource requirements set out above are in line with those previously approved. These estimates include an element of contingency so actual costs may be slightly lower. As discussed in paragraph 4.1, if on completion of the IGP it was decided not to progress this project, the above development budget would be a sunk cost that would need to be offset against revenues from the wider portfolio of projects.

2.14 We will report on spend against the above budgets and progress under each Stage in EIU's quarterly reports to C&I Committee.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

A good quality of life for everyone

3.1 There are no significant implications for this priority.

Thriving places for people to live

3.2 There are no significant implications for this priority.

The best start for Cambridgeshire's children

3.3 There are no significant implications for this priority.

4.0 SIGNIFICANT IMPLICATIONS

Resource Implications

4.1 If, following the development of the detailed business case, the Council decides not to invest in the project at all, the funding for the development of the detailed business cases will have been paid. A buffer to protect against the failure of any individual project is managed through the development of a portfolio of projects. The current proposition is to offset any sunk costs against the revenues generated from the wider programme of energy projects on our assets, excluding the schools and corporate building energy projects.

4.2 There are no implications for Information and Communications Technologies or data ownership.

- 4.3 Impact on human resources: The costs for County Council staff involvement to deliver the project are included in the requested budget draw down.
- 4.4 Sustainable Resources: The project's goal is to generate low-carbon electricity, generate an income for the Council and provide solutions to the grid capacity problems experienced across Cambridgeshire.

Procurement/Contractual/Council Contract Procedure Rules Implications

- 4.5 Our engineering contractor on this and other energy projects, Bouygues Energies & Services, was procured under a mini-competition run under the Refit 3 Framework. As the Framework does not expire until April 2020, there are no significant implications from a procurement or contractual standpoint.

Statutory, Legal and Risk Implications

- 4.6 The County Council is developing the project on a commercial basis and providing commercial services to the electricity grid and electricity customers, therefore no state aid applies. In discussion with Ofgem, it is confirmed that the Council would be exempt from statutory requirements to become a licensed electricity generator or supplier under the Electricity Act 1989 by virtue of being a small generator and small supplier³.

Equality and Diversity Implications

- 4.7 There are no significant Equality and Diversity implications.

Engagement and Communications Implications

- 4.8 The project has engaged fully with Peterborough City Council officers and local councillors.
- 4.9 Three community outreach sessions were delivered during January 2019 at Stanground Academy. Twenty three community members attended the sessions and three local councillors providing local insights and concerns ahead of the submission of a planning application. Local residents have received leaflets describing the project and posters have been fixed to the Stanground site fencing. Articles in Peterborough Today newspaper and energy trade press have been published and presentations to neighbouring parish councils at Orton Longueville (7th February), Orton Waterville (20th February) and Farcet (5th March) have been delivered.
- 4.10 Further community engagement activity will be conducted in Stages 2-4. In particular as part of the planning application development at Stage 2 a consultant will be procured to deliver a series of community engagement events.

Localism and Local Member Involvement

- 4.11 Local Members for Stanground South were consulted ahead of public outreach in the community and detailed discussions with officers at Peterborough City Council. The Peterborough City Council Local Plan supports renewable and low carbon energy projects which produce energy. The Local Plan also provides guidance on projects sited on contaminated land which will be followed as part of the Full Planning Application.

Public Health Implications

- 4.12 Development of the site will need to ensure that the capping layer of the closed landfill is not breached and that no pollution pathways are created. This will be managed at stage 2 of the IGP through geotechnical surveys to inform design of mountings/footings for solar

³ Electricity (Class Exemptions from the Requirement for a Licence) Order 2001, SI 2001 No.3270 Schedules 2 & 4

panel racks and battery storage containers.

- 4.13 The project will generate high voltage electricity. Designs must therefore include security fencing and CCTV cameras relaying images to a central control room to deter unauthorised access to the site.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus de Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Debbie Carter-Hughes
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Elsa Evans
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Jo Shilton
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes Name of Officer: Emma Fitch
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Stuart Keeble

Source Documents	Location
1 Outline Business Cases for Clean Energy Projects at Woodston and Stanground Closed Landfills	1. https://tinyurl.com/yyqvpcwz
2 14th September 2018 C & I Committee Decision Statement	2. https://tinyurl.com/y6bvwbpl
3 The Electricity (Class Exemptions from the Requirements for a Licence) Order 2001	3. http://www.legislation.gov.uk/uksi/2001/3270/contents/made

BATTERY ENERGY STORAGE SYSTEM MARKET OPPORTUNITY & RISK

To: Commercial and Investment Committee

Meeting Date: 21 June 2019

From: Executive Director, Place and Economy

Electoral division(s): All

Forward Plan ref: N/a **Key decision:** No

Purpose: To outline the opportunities and risks of developing battery energy storage projects.

Recommendation: The Committee is asked to:

- a) note the risks in developing battery storage projects,
- b) agree the continued development of battery storage projects within the context of a changing market
- c) agree the proposals in paragraphs 2.10-2.11 to monitor and shape the changes in the battery storage market, and
- d) agree the proposal in paragraph 2.12 to set up a member working group to review battery revenues ahead of investment decisions on projects.

<i>Officer contact:</i>		<i>Member contacts:</i>	
Name:	Sheryl French	Names:	Councillors J Schumann and A Hay
Post:	Project Director	Post:	Chair/Vice Chair
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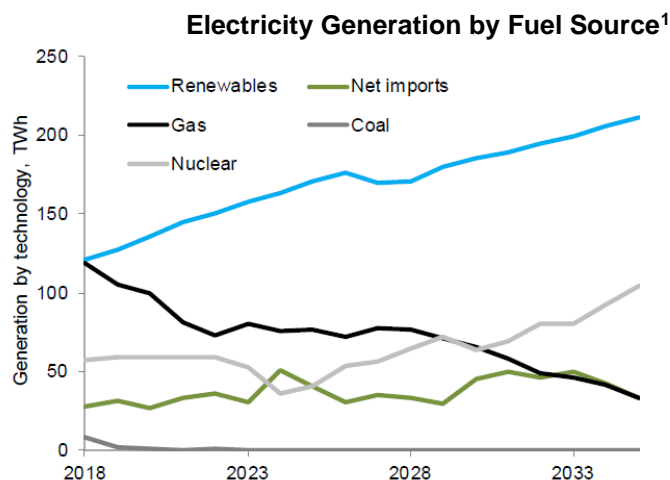
1.0 BACKGROUND

- 1.1 The Energy Investment Unit is developing four significant battery energy storage projects at Babraham and Trumpington Park and Rides plus Stanground and Woodston closed landfill sites. These form part of its energy investment programme. Outline business cases presented to Committee in May and September 2018 requested initial development budgets of £150,000 per project to progress these to stage 1 of the Investment Grade Proposals. The total indicative investment across all four projects is estimated at £30.5 million with forecast total 25 year net returns of £77.4million. Since outline business cases for these projects were presented to Committee, the immaturity and uncertainty of the market for battery services has become apparent. This paper identifies issues and risks pertinent to all of these and subsequent projects.

2.0 MAIN ISSUES

Evolving Low Carbon Energy Market – the opportunity

- 2.1 Total electricity demand is projected to increase, driven by factors including the electrification of transport and heating in order to meet the 80% carbon reduction target for 2050 enshrined in UK legislation. Electricity generation is also changing, with intermittent, renewable generation such as solar PV and offshore wind providing an ever increasing share in order to decarbonise this electricity. By 2030, Government projects that 70% of UK electricity will come from low carbon sources.



- 2.2 With electricity increasingly coming from intermittent generating technologies, there is a clear need for energy storage capacity to bridge the mismatch between timing of generation and demand. Projected growth in electricity demand will also increase the challenge of stabilising the electricity grid e.g. managing supply and demand, and maintaining supply voltage and frequency in real-time will place more burden on the electricity transmission and distribution network. Battery energy storage systems are extremely well suited for providing grid stabilisation services and can help reduce grid reinforcement costs.
- 2.3 There is a clear strategic need for more battery energy storage capacity as without it, the UK electricity system will collapse. This need has been reflected by a quadrupling of

¹ Updated Energy & Emissions Projections 2018, BEIS

planning applications for battery projects over the past 2 years with over 300 businesses active in the sector².

Battery Storage –Investment Risk

2.4 The market for battery services is at an early stage of development. Some services have emerged, but these have been subject to change and uncertainty, for instance:

- Firm Frequency Response, which assists in maintaining the grid within safe frequency boundaries, became over-subscribed in 2018, rapidly driving down revenues; and
- the Capacity Market, a mechanism introduced by the Government to ensure that electricity supply continues to meet demand, has been subject to changing rules for battery participation and is currently suspended due to a State Aid challenge.

Whilst we are confident that further battery service incentives will emerge, the timing and nature of these, alongside revenues, are impossible to predict at present.

2.5 Traditionally, Committee has considered energy projects on the basis of business cases that model revenue streams based on relatively stable historic revenue data e.g. electricity wholesale market prices, with reasonable assumptions around future growth. In these business cases uncertainty over forward electricity prices can be handled by applying low and high price growth assumptions. The immaturity of the battery service market and the resulting volatility seen in prices for battery services to date makes business case modelling for battery energy storage revenues, based on historic data, meaningless as a tool for supporting decision making at this time.

2.6 The UK is committed to a low carbon future for electricity supply. This implies a future market for battery storage in the longer term. For the Council to capture benefits from the battery market, it must plan and develop projects to be ready to capture market incentives as they come forward ahead of final investment decisions. The risk is that, if the market does not evolve in the way currently envisaged, expenditure on development budgets will be lost or completed projects will not generate the expected returns.

Lessons learnt from the Solar Market

2.7 The Council's Triangle Farm Solar Park was originally designed to access Feed In Tariff (FIT) revenues for larger projects. The Council was entering the market at the back end of the FIT scheme which had been in existence for a few years. Whilst developing the project, the FIT scheme was withdrawn by Government with little notice, just as the project was moving towards investment decision. This was a low point for the project. In discussions with Government, it became clear that the FIT would be replaced by a new scheme, Contracts for Difference (CFD), designed to reduce the costs for low carbon electricity through projects competing to provide electricity at the lowest price. With the withdrawal of FIT the risk for the Council was not winning the CFD funding, which is why work started immediately to understand the scheme and develop a bidding strategy. Analysing our success in the CFD competition, it was only possible as the project was at an advanced stage of development with clear sight on the costs for discharging planning conditions and

² "UK's energy storage revolution happening faster than expected, study finds", EDIE, <https://www.edie.net/news/8/UK-s-energy-storage-sector-has-quadrupled-since-2016--study-finds/>

construction, and Economy and Environment Committee were willing to take the risk to enter the auction. The Council's bid was submitted based on a £/MWh of electricity, winning against projects that either bid too high to cover uncertainty on costs or needing aggressive profits or bids that were too low and unable to deliver against the CFD price agreed by the competition.

- 2.8 Learning the lesson from the solar market, it is likely that Government and its partners will use competitions to drive down the cost to consumers for low carbon delivery and it is likely this will apply to the battery storage market. To compete, advanced planning and development on projects is necessary to understand costs and to minimise risk to the investment when competitions for revenues start.
- 2.9 Other local authorities that have been successful in solar projects and also active in batteries, such as West Sussex, are continuing to develop battery projects and take this longer term view, whereas commercial developers are struggling to progress battery projects in this current market. This offers the Council the opportunity to get ahead of the private sector in planning projects, helping to offset the advantage the private sector normally has through its ability to mobilise more swiftly in response to market incentives.

Monitoring and shaping the Evolution of the Battery Market

- 2.10 Market intelligence is currently gathered through discussions with Government advisors and departments, the Greater South East Energy Hub, other Local Authorities, sector stakeholders such as UK Power Networks and National Grid, conferences, energy sector press reports and engagement with energy sector businesses. This engagement must continue to help pick up business intelligence and will be reported via the Quarterly Monitoring Reports to Committee.
- 2.11 Government is currently using funding competitions, such as Innovate UK, as a means to develop pilot projects to scope business cases and market mechanisms to inform the low carbon energy market. In particular, it wants to understand what regulation is needed to facilitate battery storage integrated with power, electrification of heat and transport to understand how these technologies work together to provide financial benefits to consumers and investors. It is important to develop bids for these competitions and include the Council's projects where possible as this offers the opportunity to shape market mechanisms with Government. It also provides learning and understanding on how to develop and create projects to maximise benefits both financially for the Council and for the community.

Progressing projects through the development stages of an Investment Grade Proposal

- 2.12 Paragraphs 2.4 and 2.5 described the difficulty of modelling battery business case revenues. For the Council's four battery storage projects identified in paragraph 1.1, it is proposed that modelling assumptions for revenues are based on long term projections of the market rather than on current market conditions. This different approach to modelling would be needed for as long as the current market uncertainty exists. It is proposed that a working group be set up with Councillors to agree the detailed methodology for arriving at long term projections for revenue on battery projects.

3.0 ALIGNMENT WITH CORPORATE PRIORITIES

3.1 A good quality of life for everyone

Battery storage capacity offsets dirtier forms of fossil-fuel peaking plant and the associated impacts on air quality.

3.2 Thriving places for people to live

There are no significant implications for this priority.

3.3 The best start for Cambridgeshire's children

There are no significant implications for this priority.

4.0 SIGNIFICANT IMPLICATIONS

Resource Implications

4.1 If, following the development of projects, the Council decides not to proceed to construction, the development costs will have been paid. Forecast development budgets to progress Babraham Park and ride and Stanground projects, the first two projects, to investment grade proposal, totals £858,653 (if approved by Committee). The current proposition is to offset any sunk costs against the revenues generated from the wider programme of energy projects on our assets, excluding the schools and corporate building energy projects. To put this in context, it is approximately 2.4 years net profits from Triangle Farm Solar Park. The more diverse the energy project portfolio that is developed, the better risk profile emerges for the programme.

4.2 There are no implications for Information and Communications Technologies or data ownership.

4.3 Impact on human resources: None for this decision. Resource impacts will be discussed in reports on individual projects.

4.4 Sustainable Resources: The goals of battery storage projects are to support low-carbon electricity, generate an income for the Council and provide solutions to the grid capacity problems experienced across Cambridgeshire.

4.5 Procurement/Contractual/Council Contract Procedure Rules Implications

None for this decision. Procurement impacts will be discussed in reports on individual projects.

4.6 Statutory, Legal and Risk Implications

Paragraph 2.12 identifies the setup of a Member group to agree a methodology to assess modelling assumptions based on long term revenue projections for projects identified in paragraph 1.1. The quarterly monitoring report will include a review of market and regulatory risks on battery storage projects identified in paragraph 2.4 and 2.5.

4.7 Equality and Diversity Implications

There are no significant Equality and Diversity implications.

4.8 Engagement and Communications Implications

None for this decision. Engagement and communications implications for specific projects will be covered in reports on these projects.

4.9 Localism and Local Member Involvement

Not Applicable. This decision does not relate to a specific project location. Localism issues will be covered in reports on specific projects.

4.10 Public Health Implications

None for this decision. Public health issues for specific projects will be covered in their reports.

Implications	Officer Clearance
Have the resource implications been cleared by Finance?	Yes Name of Financial Officer: Sarah Heywood
Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?	Yes Name of Officer: Gus de Silva
Has the impact on statutory, legal and risk implications been cleared by LGSS Law?	Yes Name of Legal Officer: Debbie Carter-Hughes
Have the equality and diversity implications been cleared by your Service Contact?	Yes Name of Officer: Elsa Evans
Have any engagement and communication implications been cleared by Communications?	Yes Name of Officer: Jo Shilton
Have any localism and Local Member involvement issues been cleared by your Service Contact?	Yes - agreed not applicable for this paper Name of Officer: Emma Fitch
Have any Public Health implications been cleared by Public Health	Yes Name of Officer: Stuart Keeble

Source Documents	Location
1 Updated Energy & Emissions Projections 2018	1. https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/794590/updated-energy-and-emissions-projections-2018.pdf
2 Offshore wind energy revolution to provide a third of all UK electricity by 2030	2. https://www.gov.uk/government/news/offshore-wind-energy-revolution-to-provide-a-third-of-all-uk-electricity-by-2030
3 “UK's energy storage revolution happening faster than expected, study finds”	3. https://www.edie.net/news/8/UK-s-energy-storage-sector-has-quadrupled-since-2016--study-finds/

COMMERCIAL AND INVESTMENT COMMITTEE AGENDA PLAN

Published on 3rd June 2019
Updated on 13th June 2019



Cambridgeshire
County Council

Notes

Committee dates shown in bold are confirmed.

The definition of a key decision is set out in the Council's Constitution in Part 2, Article 12.

* indicates items expected to be recommended for determination by full Council.

+ indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is six clear working days before the meeting.

The following are standing agenda items which are considered at every Committee meeting:

- Minutes of previous meeting and Action Log;
- Finance and Performance Report;
- Agenda Plan, Appointments to Outside Bodies and Training Plan;

Committee Date			Reference if key decision	Deadline for draft reports	Agenda despatch date
21/06/19	Battery Energy Storage Market	Sheryl French		12/06/19	13/06/19
	Babraham Smart Energy Grid – IGP Stage 1 update	Cherie Gregoire			
	+Investment Acquisition	Alex Gee/John Macmillan			
	Commercial Strategy Action Plan	Amanda Askham			
	Closed landfill energy project (Stanground)	Chris Parkin			

Committee Date			Reference if key decision	Deadline for draft reports	Agenda despatch date
12/07/19	Procuring a Water Provider	Sheryl French	2019/052	03/07/19	04/07/19
	Sawtry man cave	John Macmillan			
	Cambridgeshire Outdoors OFR Stage 3 – recommendations	Victoria Stacey/ Emma Fitch			
	Proposed Commercial Team	Chris Parkin			
	North Angle Solar Farm	Claire Julian-Smith			
	Innovate UK Bid proposal	Sheryl French			
	Estates and Building Maintenance Inspections	John Macmillan /Alex Gee			
	Energy Investment Projects: Quarterly finance and progress update	Sheryl French			
	Nearly zero energy buildings Policy: Implications for new Public Sector Buildings	Sheryl French/ Sarah Wilkinson	2019/039		
16/08/19				07/08/19	08/08/19
13/09/19	Energy Investment Projects: Quarterly finance and progress update	Sheryl French		04/09/19	05/09/19
	Energy procurement Strategy post 2020	Sheryl French	2019/047		
	Closed landfill energy projects (Woodston)	Chris Parkin			
	Cambs 2020 - Spokes		2019/055		
18/10/19				09/10/19	10/10/19
22/11/19				13/11/19	14/11/19
13/12/19	Energy Investment Projects: Quarterly finance and progress update	Sheryl French		04/12/19	05/12/19
17/01/20				08/01/20	09/01/20

Committee Date			Reference if key decision	Deadline for draft reports	Agenda despatch date
21/02/20				12/02/20	13/02/20
20/03/20	Energy Investment Projects: Quarterly finance and progress update	Sheryl French		11/03/20	12/03/20
24/04/20	Loans to Voluntary Organisations	Tom Kelly		15/04/20	16/04/20
22/05/20	Confirmation of Chairman/Vice Chairman	Dawn Cave		13/05/20	14/05/20

To be programmed: St Ives Football club – ransom strip benefit for CCC (John Macmillan) ICT Future Delivery Options (John Chapman); Land Swap at Swavesey (John Chapman); Oasis Centre, Wisbech (Hazel Belchamber); Property Services OFR (Paul Tadd); Trumpington Park & Ride Smart Energy Grid (Sheryl French)

COMMERCIAL AND INVESTMENT COMMITTEE TRAINING PLAN

APPENDIX 2

Ref	Subject	Desired Learning Outcome/Success Measures	Date	Responsibility	Attendance by:
1.	Provisional training slot		24 th April 2020 (12-3pm)	Tbc	C&I
2.	Provisional training slot		24 th January 2020 (10am-1pm)	Tbc	C&I
3.	Provisional training slot		18 th October (12-3pm)	Tbc	C&I
4.	Provisional training slot		16 th July 2019 (1-4pm)	Tbc	C&I
5.	Nearly Zero Energy Buildings members/officers workshop		24 th May 2019(1-2.30pm)	Sarah Wilkinson/Sheryl French	C&I and GPC
6.	Commercialisation training (all Members)		26 th April 2019 (1-4pm)	Amanda Askham	All Members
7.	Finance/KPIs		3 rd December 2018 (1pm)	Tom Kelly/Ellie Tod/Amanda Askham/Sue Grace	C&I
8.	Commercial Strategy		9 th November 2018 (12.30pm)	Amanda Askham	C&I
9.	Members' duties and obligations in considering Promotion Agreements.		2 nd November 2018 (12.30pm)	Chris Malyon	C&I
10.	Future Smart Energy Systems Demonstrator Project		18 th October 2018 (13.30)	Sheryl French/Emily Bolton	C&I
11.	Finance/Performance Indicators		tbc	Tom Kelly/Ellie Tod	C&I
12.	This Land Performance Workshop		12 th March 2018	David Gelling/David Bethell /Chris Malyon/John Macmillan	C&I
13.	Asset & Risk Workshop	<ul style="list-style-type: none"> • Asset Strategy • CHIC • Risk approach and risk register • Site tenure mix and retention of rental housing • Affordable housing • Community Land Trusts 	20 th October 2017	Chris Malyon/Stephen Conrad/ David Gelling	C&I

14.	Business Planning Session		15 th September 2017	Chris Malyon/ James Wilson	C&I
15.	CHIC Workshop		27 th June 2017	Chris Malyon/ David Gelling/ David Bethell/ John Macmillan	C&I
16.	Introductory Session for the Commercial & Investment Committee	The Committee's remit, focus on work areas e.g. CHIC, Strategic Estates, Facilities Management and Horizon Scanning	26th May 2017	Chris Malyon/ John Macmillan	C&I

Updated 13/06/19