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To: Members of Cabinet Member meeting - Economic Development and Regeneration

Wednesday, 31 July 2019

Dear Councillor,

Please attend a meeting of the **Cabinet Member meeting - Economic Development and Regeneration** to be held at **10.00 am** on **Thursday, 8 August 2019** in County Hall, Matlock, DE4 3AG, the agenda for which is set out below.

Yours faithfully,

A handwritten signature in cursive script that reads 'Janie Berry'.

JANIE BERRY
Director of Legal Services

A G E N D A

PART I - NON-EXEMPT ITEMS

1. Apologies for Absence
To receive apologies for absence (if any)
2. Declarations of Interest
To receive declarations of interest (if any)

3. Minutes (Pages 1 - 4)

To confirm the non-exempt minutes of the meeting of the Cabinet Member – Economic Development and Regeneration held on 9 May 2019.

4. To consider the joint report of the Strategic Director of Economy, Transport and Environment and the Director of Finance & ICT on the Revenue Outturn 2018-19. (Pages 5 - 8)

5. To consider the report of the Strategic Director of Economy, Transport and Environment on International Relationships Update. (Pages 9 - 18)

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Agenda Item 2

MINUTES of a meeting of the **CABINET MEMBER FOR ECONOMIC DEVELOPMENT AND REGENERATION** held on 9 May 2019 at County Hall, Matlock

PRESENT

Cabinet Member – Councillor T King

Also in attendance – Councillors G Hickton and R Mihaly

03/19 **MINUTES RESOLVED** that the minutes of the meeting held on 14 February 2019 be confirmed as a correct record and signed by the Cabinet Member.

04/19 **INVEST IN D2N2 PROJECT EXTENSION – MATCH FUNDING AND DELIVERY ARRANGEMENTS** Approval was sought to endorse the “Invest in D2N2” project extension for additional European Regional Development Fund (ERDF) support and a match funding contribution of £177,928.

At the Cabinet meeting on 31 January 2017, approval was given to endorse the ERDF grant of £1.041m for the “Invest in D2N2” project and commit £90,000 match funding and the alignment of 0.3 full time equivalent (FTE) Senior Economic Development Officer towards delivering an enhanced “Invest in Derbyshire” inward investment service on behalf of Derbyshire Economic Partnership (DEP) Following approval, the Council (on behalf of DEP) entered into a partnership agreement with Nottingham City Council, as accountable body for the project, and other delivery partners including Marketing Derby, Destination Chesterfield, Marketing NG.

The aim of the project has been to deliver a series of activities to support businesses looking to relocate or start up in the D2N2 (Derby, Derbyshire, Nottingham and Nottinghamshire) region. Specifically for Derbyshire, the project provided an opportunity to develop a more dynamic and pro-active investment promotion and inward investment service for Derbyshire. Previously, the DEP service had focused on a reactive strategy working closely with districts to attract investors with very little promotional activity. In addition, closer collaboration with Marketing Derby and Destination Chesterfield allowed partners to establish a more co-ordinated approach to activity across Derby and Derbyshire as a whole.

To deliver the added value benefits through the project, it was agreed to enter into a partnership grant agreement with Marketing Derby to deliver the project on behalf of the County Council and DEP. As a result, a specific work package was developed for delivering “Invest in Derbyshire” and a strategy document “Delivering Inward Investment in Derbyshire 2017-19” endorsed by DEP Board. Since endorsement, the project had reported to DEP Board as a standing item and an Inward Investment Steering Group established (reporting to DEP), chaired by the Cabinet Member for Economic Development and Regeneration, which oversaw the delivery of the project against the agreed strategy.

The grant agreement had been operational on a 12 month rolling period to allow an annual review of performance against the strategy. The final review for the current project was undertaken and endorsed at the Cabinet Member meeting on 13 December 2018 and a further extension granted via side letter until the end of the project scheduled for 31 October 2019.

Details of the project progress were given in the Strategic Director’s report and it was noted that in relation to the proposed project extension an update had been given at the Cabinet Member meeting on 13 December 2018, at which it was reported that partners were developing a proposal to extend the project until December 2022. An expression of interest was submitted to the Ministry of Housing, Communities and Local Government (MHCLG) on 24 November 2018 as part of an open call for projects under ERDF Priority Axis 3 (small and medium-sized enterprise (SME) Competitiveness). Partners were now preparing a full application for submission by 10 May. MHCLG has indicated that the application would not be subject to full appraisal but treated as a project extension with any approval agreed through a Project Change Request. This should shorten the approval process and allow a seamless continuation of the project beyond the current end date of 31 October 2019.

The extended project would continue to deliver a wide range of specialist inward investment support to SMEs looking to launch or grow their businesses in D2N2, leading to increased productivity and inclusion, the creation of new or expanded enterprises and jobs, and new products and services. The focus would be on supporting businesses to grow and invest in the region as currently delivered through the “Invest in D2N2” project but would build upon lessons learnt by providing more comprehensive support for the customer journey, and include the added value activities of foreign direct investment (FDI), and fostering entrepreneurship. These enhancements would attract more successful businesses to the D2N2 region supporting innovation and best practice, as well as deliver jobs in disadvantaged communities.

Specific activities.

Details of specific activities were detailed in the Strategic Directors report and the total funding for the project extension would be £3,751,720 for which 50% ERDF was being sought. The funding package for the delivery of the DEP element of the project is £355,855 which would be 50% funded via ERDF. The match funding required from the Council on behalf of DEP was £177,928 in total for a three year period.

Similar to the current project, the proposal was to further develop and expand the “Invest in Derbyshire” service as part of a collaborative D2 whole approach, working alongside Marketing Derby and Destination Chesterfield and building upon the excellent progress made to date in raising the profile of Derby and Derbyshire as the “Capital of Innovation”.

ERDF outputs proposed for delivery for the D2 element included 80 enterprises receiving information, diagnostic and brokerage support (P13); 55 enterprises receiving non-financial support (C4); 11 new enterprises supported (C5) and 90 new employment opportunities created (C8).

However, the ERDF outputs only reflect a mandatory measure of the project and the proposal is to develop a new strategy document outlining detailed delivery of the project from 2019-22 and contract with Marketing Derby (on a 12 month rolling basis) to deliver the project on behalf of the Council and DEP.

RESOLVED (1) to approve £177,928 match funding to support the delivery of the “Invest in Derbyshire” service through the project extension to the “Invest in D2N2” European Regional Development Fund project ; and

(2) to note and authorise the preparation of a new agreement with Marketing Derby to manage and deliver the extended project subject to the provision of a new delivery plan for the contract period.

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DERBYSHIRE COUNTY COUNCIL**MEETING OF CABINET MEMBER – ECONOMIC DEVELOPMENT AND
REGENERATION****8 August 2019**

Joint Report of the Executive Director – Economy, Transport and Environment
and the Director of Finance & ICT

REVENUE OUTTURN 2018-19**(1) Purpose of Report**

To inform the Cabinet Member of the outturn position for 2018-19.

(2) Information and Analysis**Summary**

The table below sets out the final controllable outturn position for the portfolio for 2018-19. Net expenditure was £0.682m against a budget of £0.867m, resulting in a controllable underspend of (£0.185m).

Outturn by Service Area	Budget £m	Actual £m	(Under)/Over Spend £m
Economic Development	0.802	0.570	(0.232)
Markham Vale Employment Growth Zone	0.065	0.106	0.041
Coalite	0.000	0.006	0.006
Total	0.867	0.682	(0.185)

Key Variances**Economic Development underspend £0.232m**

To ensure best use of public monies, all efforts are made to secure match funding where available and deliver interventions in partnership where possible to maximise value and impact. This has been particularly successful in recent years with the leveraging of EU funding (notably European Regional Development Fund) which has been matched since 2015 with earmarked reserves and reduced the burden on the revenue budget. In addition, Cabinet secured an extra £200,000 on 11 January 2018 (Minute No.08/18 refers), to support a new and dynamic approach to economic development. It has taken up to 12 months to implement the new approach focused on delivering enterprise and investment services to business through the Derbyshire Economic Partnership. This is now in place and it is now expected that any underspends will be reduced this year as interventions are developed and delivered to support the Council's economic growth ambitions in relation to targeted business support and investment and trade promotion.

Earmarked Reserves

Earmarked Reserves relating to this portfolio, totalling £0.832m, are currently held to support future expenditure. Details of these reserves are shown below:

Economic Development and Regeneration	Amount £m
DEP D2 Inward Investment	0.033
Skills Training	0.101
Markham Vale Economic Impact Assessment	0.100
D2N2 Demand Stimulation	0.100
D2 Growth Fund	0.200
D2EE Low Carbon Project	0.067
D2 Business Development	0.053
LEADER Project	0.023
Markham Vale Environment Centre Extension	0.114
D2N2 Digital Growth	0.041
Total Earmarked Reserves	0.832

Budget savings totalling £0.325m were allocated for the year.

The table below shows performance against the savings identified:

Description	Budget Savings Target 2018-19 £m	Achieved Amount by end 2018-19 £m	Balance Not Achieved 2018-19 £m
Markham Employment Growth Zone (MEGZ)	0.325	0.106	0.219
Total	0.325	0.106	0.219

Achieving the targeted budget saving for MEGZ was dependant on increasing the level of income received through the Site Facilities Charge levied on occupiers. This Site Facilities Charge is to meet the costs of ongoing site management and maintenance. Whilst there has been some success in attracting new occupiers to the site, the rate of take-up has been slightly lower than previously predicted, thereby the anticipated increase in income from the Site Facilities Charge was lower than expected. It is predicted that the full saving will be achieved in 2019-20.

(3) Financial Considerations

As contained within the report.

Other Considerations

In preparing this report the relevance of the following factors has been considered: legal, prevention of crime and disorder, equality and diversity, human resources, environmental, health, property, social value and transport considerations.

(4) Key Decision

No.

(5) Call-In

Is it required that call-in be waived in respect of the decisions proposed in the report?

No.

(6) Background Papers

Held on file within the Economy, Transport and Environment Department. Officer contact details - Karen Howes, extension 38730.

(7) OFFICER'S RECOMMENDATIONS

That the Cabinet Member notes the report.

Mike Ashworth
Executive Director
Economy, Transport and Environment

Peter Handford
Executive Director
of Finance & ICT

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DERBYSHIRE COUNTY COUNCIL**CABINET MEMBER MEETING – ECONOMIC DEVELOPMENT AND
REGENERATION****8 August 2019**

Report of the Executive Director – Economy, Transport and Environment

INTERNATIONAL RELATIONSHIPS UPDATE**(1) Purpose of Report**

To summarise the developing action plans for work with Anhui in China and Toyota City in Japan and to report on current workload programmes and associated travel plans.

(2) Information and Analysis**Toyota City**

During the 20th anniversary of the relationship between Toyota City and the three councils, Derbyshire County Council, Derby City Council and South Derbyshire District Council, the Toyota City Partnership Development Board (TCPDB) was established. The TCPDB brought new partners into the international relationship with Toyota City, including further education (FE) colleges and the University of Derby, the East Midlands Chamber of Commerce, Marketing Derby and Marketing Peak District and Derbyshire, the National Forest and Toyota Motor Manufacturing UK. The TCPDB exists to maximise the opportunities for local people across five themes: education, culture, the environment, the economy and sport.

The five year action plan began in 2018 and sets out planned work across each of five themes. This year, the TCPDB is planning to:

- extend the opportunities for Derbyshire pupils to host Toyota City students and prepare for a return visit in 2020;
- increase collaboration between the University of Derby and Chukyo University;
- participate in the Japanese Embassy's Season of Japanese Culture and to open up access to cultural opportunities through a Derbyshire-Japanese Society;
- promote the Derbyshire/Derby-Toyota City relationship, e.g. at Chatsworth Country Fair;

- showcase Derbyshire/Derby businesses in Toyota City and promote trade by supporting local business wishing to import/export with Japan;
- collaborate on environmental issues; and
- support Toyota City in its preparations for the Rugby World Cup in 2019 and the Olympics and Paralympics in 2020 by creating and promoting sporting links.

In March 2020, the TCPDB intends to promote Derbyshire/Derby business at a business convention in Toyota City. The Chair of the TCPDB, and up to two officers, will attend this convention at a cost of approximately £4,000. Attendance at the business convention will create an opportunity to showcase Derbyshire products and facilitate links between Derbyshire based and Toyota based businesses. The Department of International Trade is supporting this event by funding two preparation seminars for businesses in advance of the convention and funding the creation of short videos of Derbyshire Businesses which already export to Japan.

Anhui Province, China

The County Council works with the Midlands Engine and the Department of International Trade to promote and foster economic links in China; it achieves this through the Derby and Derbyshire (D2) China Partnership which includes partners in leisure and tourism, sport, education marketing and private enterprise. The D2 China Partnership exists to support UK/Derbyshire businesses in trade with China and encourage inward investment from China; it also provides a developmental platform for educational, sporting and cultural exchange.

This year, the Partnership is planning to:

- continue its work to attract and support inward investors to the County;
- continue to identify new opportunities for economic development through an active programme of investor engagement by receiving and visiting investors;
- promote D2 businesses in China and support local businesses wishing to export to China;
- further develop tourism between China and D2; and
- promote educational collaboration between universities and between local FE colleges and technical and vocational education and training in Anhui.

In September 2019, the Midlands Engine will be present at the World Manufacturing Conference in Hefei, Anhui Province and a D2 delegation will participate in this. The event will be preceded by international Government meetings and as international Partner to Anhui Derbyshire County Council will be there to represent Derbyshire businesses. Two elected members and up to two officers will travel to Hefei, to take part in the conference, promote businesses and meet with investors at a cost of approximately £6,220.

The current D2 China Partnership action plan is attached as Appendix 1.

(3) Financial Considerations

The approximate cost of the travel and visits associated with these action plans is £10,220. In addition to this, members and officers are occasionally asked to attend events which are not scheduled, but within the remit of these action plans. For example, there has already been one unscheduled visit to Yixing at a cost of £1,500. A budget of £12,000 will be available for expenses of this nature.

(4) Environmental Considerations

International relationships, particularly regarding tourism, create an opportunity to discuss environmental concerns with international partners.

Other Considerations

In preparing this report the relevance of the following factors has been considered: legal, prevention of crime and disorder, equality and diversity, human resources, health, property, social value and transport considerations.

(5) Key Decision

No.

(6) Call-In

Is it required that call-in be waived in respect of the decisions proposed in the report?

No.

(7) Background Papers

Held on file within the Economy, Transport and Environment Department.

(8) OFFICER'S RECOMMENDATIONS That the Cabinet Member:

8.1 Notes the Toyota City Partnership Development Board's five year action plan.

8.2 Notes the Derby and Derbyshire (D2) China Partnership five year action plan.

- 8.3 Approves the budget of £12,000 for journeys and visits associated with these action plans and any variations to the proposed expenditure be determined by the Executive Director – Economy, Transport and Environment in consultation with the Cabinet Member.

Mike Ashworth
Executive Director – Economy, Transport and Environment

Appendix 1

D2 China Partnership Action Plan

07/09/2018

Topic	Task		Details	Timescale 1=within 1-2 months 2=before end 2018 3= 2019	Person(s) in Lead	Progress Update @ 06/06/2019
1. Inward Investment	Develop a "Why invest in Derby and Derbyshire" fact-sheet.	1.1	Collect cost information for business operations in Derby/shire and compare with other areas: land, lease of factory and office, utilities (electricity, water, gas), labour, shipping/transport, tax, duty, etc.	2	WZ (for Derby) + KB for County	WZ has sent the info of Derby City to Shiller and Shiller is gathering all the info together.
		1.2	Prepare a version for Chinese audience. (MD to provide support on graphics and final printout).	2	SZ	Not yet done. Prepare one before WMC 2019.
		1.3	Develop case studies citing successful Chinese Invest-in-Derby/shire/UK stories.	2	WZ + KB	Discuss at the Export Promotion Sub Group.
	Provide technical advice/input into D2 Investment Prospectus considering China outward Investment policy and Chinese investors as readers.	1.4	This to be undertaken in support of Marketing Derby.	2	SZ	Framework set up, to be discussed with MD. China government does not encourage investment to overseas on Real Estate, Football teams, Film companies. China is conducting strict control over outflow of foreign currencies.
	Invest-in-Derby Chinese Promotion Programmes.	1.5	Establish relationships with Hefei/Anhui relevant organizations and governments departments: FAOs, Education, Commerce, Investment, CCPIT, Tourism authorities, Yellow Mountain National Park.	2	SZ	Keep on networking.
		1.6	Develop Chinese audience promotion material and regular updates like newsletter (utilise existing resources like MD newsletters, etc).	2	SZ	SZ made several posts on it's WeChat but it's not done on regular basis. Suggest working with joint forces among MPDD, MD, D2 China team and volunteers (for translation) by means of WeChat, newsletter, short message.
		1.7	Establish media communication channels in Hefei/Anhui, audience list.	2	SZ	An audience list is maintained.
	Devise Chinese investment in Derby aftercare programmes.	1.8	Input also required from Marketing Derby and SZ.	3	WZ + KB	WZ has built a regular contact with local Chinese companies.
	Follow up with businesses that participated in the delegation visiting Derby in Oct 2017 and find out their feedback and interest from last visit	1.9		1	SZ	All 17 businesses were contacted, 4 responded, 1 introduced his son who studies abroad to SZ, 1 asked for proposal on investment while didn't respond later after providing proposals. Need to keep them updated with latest information (passive communication) from D2.
	Attend CBBC 5 th China Outbound Conference, 8 November 2018.	1.10		1	SZ	Done, see SZ's email dd 17 Nov 2018.

	Plan and prepare for Embassy event/business delegation visiting Anhui/Hefei in Spring 2019.	1.11		2	WZ/SZ/KB	Change the visit to WMC 2019.
2. Trade and Economic Development	Investigate collaboration on electrical vehicles/technologies between D2, Anhui and local Universities.	2.1		3	WZ/SZ	WZ/KB/SZ are working to follow up with YTIG/Haider for their investment in EV sector in D2.
	Promote D2 local business participation in/visit the joint Midlands Engine in 2nd WMC 20th-22nd Sept in Hefei.	2.2	In conjunction with Marketing Derby/EMC/CBBC/DiT.	1	WZ + KB	Flyer cascaded to businesses. A second specific offer flyer being produced. AS is working with MC to ensure the flyers are circulated. KB/WZ speaking with business representation groups to alert them to the WMC, as well as individual businesses. Toyota/Rolls Royce have been approached to see if they may want to speak on the main stage at the WMC (if invited).
	Help individual businesses and organisations.	2.3	East Midlands Chamber (EMC): MoU with CCPIT Hefei - we hope we can help to strengthen the relationship.	2	SZ	SZ has visited CCPIT Anhui and met various officials incl. the previous EMC's contact in CCPIT for several times.
		2.4	Find out what Anhui government is doing for CIIE 2018 and ensure Marketing Derby are aware and can use this info to generate any local business interest in attending.	1	SZ	Done, see SZ's email dd 08-Oct-2018.
		2.5	In conjunction with DiT - Help to find information on China e-commerce and provide workshop for local businesses.	3	WZ + KB	CBBC will organise workshops regarding China to local business before 2nd WMC.
		2.6	CBBC - keep CBBC staff in the UK informed about our D2 objectives.	On-going	WZ + KB	
		2.7	Huub - need assistance in building up connections with Chinese e-commerce platform-Jindong.	2-3	WZ/SZ	Done.
		2.8	Sustainable Computers - help them to network in China.	2-3	WZ/SZ	Done.
		2.9	EWS Digital - help them to find customers or partners in China and software engineers to develop their programme on remote work basis.	2-3	WZ/SZ	On going.
		2.10	Midlands Biomass Solutions - help them to find customers for 500 tons of sub-grade torrefied pellets and help their sales manager to explore the business opportunities in China.	2-3	WZ/SZ	On going.
		2.11	East Midland Airport - use of its 24 hours airport operation system to develop cargo transport market.	3	WZ/SZ	On going.
		2.12	Help Thorntons on its export to in China.	2-3	KB/SZ	SZ has made attempts with several local business, see SZ's emails 20-Nov-2018.
		2.13	Continue dialogues with 3 businesses who attended the round table meeting in South Derbyshire District, help them to work out business links with China.	2-3	KB/SZ	

	Develop casebook of successful examples of D2 or UK Companies trading with China to be used to promote to local SMEs.	2.13	In conjunction with EMC/CBBC.	2	WZ + KB	Discuss at the Export Promotion Sub Group. KB is working with DIT and EMC and local Growth Hub Advisers to source relevant D2 China case studies. Questions: Does it need to be a book or can this be a selection of pdfs so we can use easily in all media channels? Also, a D2 China logo is required, as the Derbyshire County Council and Derby City Council logo isn't sufficient. 2019.05.10 KB spoke to SZ and Marketing Derby has created a logo which is on SZ's business cards.
	Follow up outbound delegation to Yixing/Anhui in April.	2.14	Work with key partners linked to The Haider Group and Wanxin Media Group.	2	WZ+KB+SZ	KB/SZ - working with Shiller relating to the specific questions posed by Wanxin Media at a local level. Wanxin Media not coming to the UK in Sept 2019. WZ/SZ and KB working with Haider Group further to their request to meet with D2 government regarding EV, public transport and education topics.
	Global Britain Fund: Funding opportunities in regional China.	2.15	Work in conjunction with the FCO in relation to bidding for the money.	3	SZ+WZ+KB	The ULEV bid was successful. Shiller is seeking feedback from the FAO. There may be additional funding and the flexibility to support something else in D2, circa £7k. SZ is to investigate.
	Look for companies who are interested in trading with China either for selling products/service to China or having purchase demand from China.	2.16	In conjunction with EMC/CBBC.	3	WZ + KB	WZ has carried out a survey among local businesses in Derby. Two events via CBBC linked to the WMC which will incorporate WeChat, touch on IP and terms of trade. KB/SZ working with a number of D2 businesses to explore their export potential in China.
3. Tourism	Work out a D2 tourism product portfolio considering different tourists of business, government officials, students, student parents, vacation and different durations of stays/visits.	3.1	In conjunction with Stella Birks & Jo Dilley.	2-3	SZ	The information on MDPP's website https://www.visitpeakdistrict.com/ is sufficient and good enough. Connection to the website from China is not fluent because connections to the overseas servers are limited by the China outlet bandwidths. The discussed WeChat account will be very helpful. The Peak Explorer APP can't be downloaded as the Google play is not working in China.
	Invite more Chinese tourist agency in UK be involved in the designing and development of tourism products.	3.2	In conjunction with Stella Birks & Jo Dilley.	2-3	WZ + FH	
	Include sports and cultural/events into the tourism products.	3.3	In conjunction with Stella Birks & Jo Dilley.	2-3	WZ + FH	
	Chinese language tourism guide and introduction material, video is a big plus (invite study-in-Derby Chinese students to join).	3.4	In conjunction with Stella Birks & Jo Dilley.	2-3	WZ + FH	
	Provision of information on transport, accommodation, routine (the above 1 st point) and cost estimate.	3.5	In conjunction with Stella Birks & Jo Dilley.	2	WZ + FH	
	Provision of Chinese interpretation service and tour guide. (invite study-in-Derby Chinese students to join).	3.6	In conjunction with Stella Birks & Jo Dilley.	3	WZ + FH	

	Work out promotion programme both in UK to attract Chinese students and visitors in UK and in China. Separate proposal needs to be worked out when “products” are designed.	3.7	In conjunction with Stella Birks & Jo Dilley.	3	WZ + FH	
4. Education	Support further co-operation between schools in Derby and Hefei, including inviting students from Hefei to visit Derby, teachers exchange program, co-developing curriculum and establishing virtue classroom.	4.1	In conjunction with school heads.	2	WZ/SZ	Seven Derby Schools have been linked with Hefei Schools and over 100 students from Derby visited Hefei last year. Hefei students will visit Derby this summer.
	Liaise with schools (university) and local resources (Quad, Deda, Golf training ground, DCFC) to create attractive short-term course products for Chinese market.	4.2		3	WZ/SZ	SB has worked with Hino Travel to develop products.
	Build close link with Education office, Consulate General of China in Manchester to explore more opportunities.	4.3		3	WZ/SZ	Develop and maintain good relationship with CG in Manchester.
	Secure research projects to link University of Derby to China companies.	4.4	In conjunction with UoD.	3	SZ	This is to be done by the UoD's China team. In the first half year, SZ helped Andy's visit to Hefei in April and Marcus to plan UoD's students visit to Hefei in Sept.
	All three FE colleges creating a Technical and Vocational Education and Training package to sell in Anhui.	4.5	Working with SZ and FCO: the edited 'offer' will be with FCO and SZ by the 17/6/19. Hope to discuss this in September in Anhui.	3	Sarah/SZ/WZ	Hefei Technology Colleague has signed MOU with Derby Colleague. Ongoing
	Support schools in Derbyshire develop their links in Anhui.	4.6	In conjunction with County Council (who?) & school heads.	3	FH+ SZ	
5. Sport	Rebuild commitment from DCFC to the sports cooperation with Hefei.	5.1	In conjunction with DCFC.	2-3	WZ/SZ	
	Help DCFC to expand its fan base in China and explore business opportunity.	5.2	In conjunction with DCFC.	2-3	SZ	
	Help DCFC to establish its pre-season game in China.	5.3	In conjunction with DCFC.	2-3	SZ	
	Help Hefei City to build up a professional football team.	5.4	In conjunction with DCFC.	3+	SZ	
	Liaise resources from DCFC and Sports school from University of Derby/Derby College/Chesterfield College to support Hefei.	5.5	Provide training to coaches and students for schools in Hefei either in Hefei or in Derby.	3	SZ/WZ	On going.
		5.6	Organise football summer camp in Derby.	3	WZ	UoD has developed Football summer camp product for China Market.
6. Arts, Culture & Heritage	Liaise the various cultural organisations to create tourism products.	6.1	In conjunction with SB/JD.	2-3	WZ + KB	On going.
	Invite Anhui artists to attend Derby/shire festivals and seek opportunities to get Derby/shire artists being involved into Anhui's celebrations.	6.2		2-3	WZ/SZ	WZ/SZ has submitted Derby 2019 big events list to Hefei FAO for their consideration to send artists to attend.
	Organise Chinese New Year celebration in Derby/shire.	6.3		2	WZ + KB	Done

	Explore opportunities to organise exhibitions on Joseph Wright together with Museum in Anhui/China.	6.4		3	WZ/SZ	On going.
	Find out Chinese cultural organizations/artists interests for Derby.	6.5		3	SZ	On going.

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