

**RE:FIT 4 – ENERGY CONSERVATION RETROFIT PROGRAMME
INVESTMENT AND DEVELOPMENT (COUNCILLOR RUSSELL
GOODWAY)**

AGENDA ITEM: 7

Reason for this Report

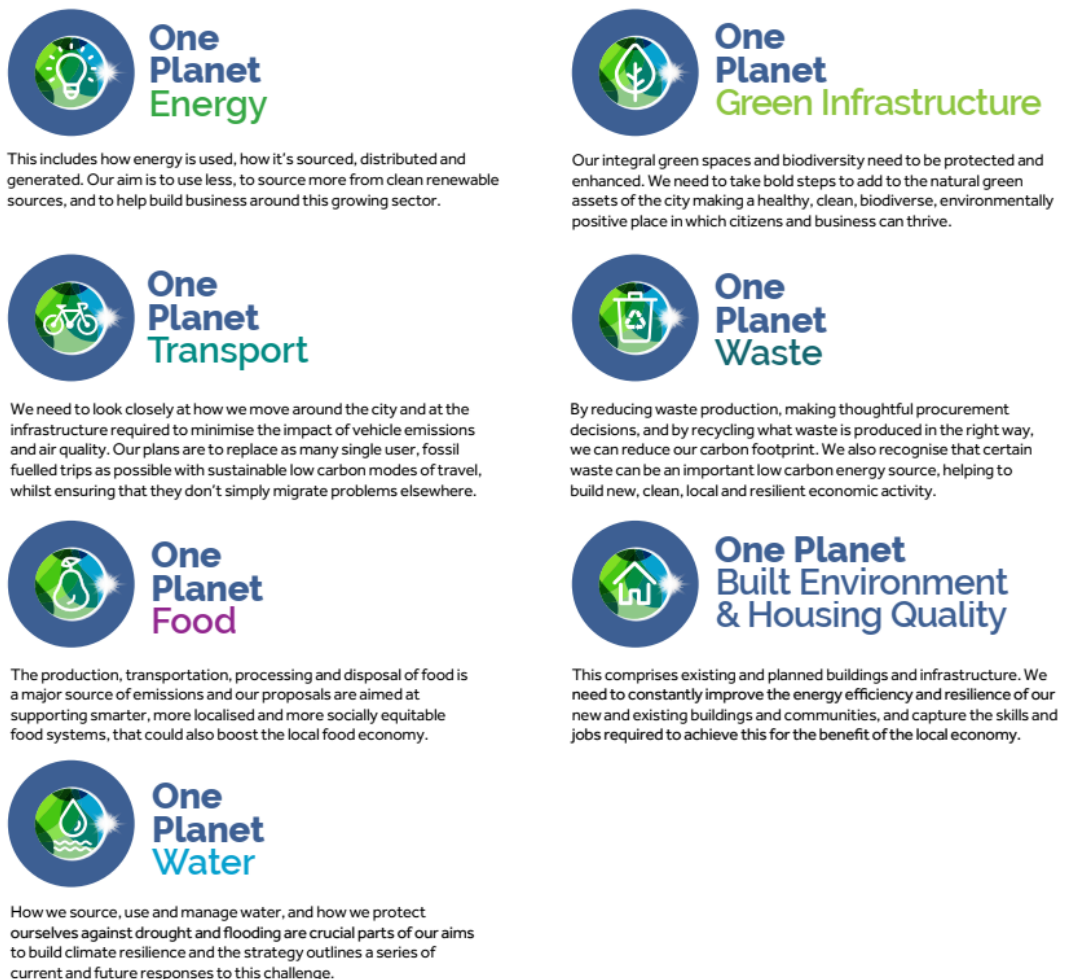
1. To note the development and approach to a new Re:Fit 4 energy conservation retrofit programme across the Council's property estate to assist delivery of the One Planet Cardiff Built Environment carbon reduction targets. As set out within the report, to seek approval to delegate in respect of future tranches of work within the Re:Fit 4 framework.

Background

2. In 2019 Cardiff Council announced a Climate Change Emergency and in 2020 the Council set out the One Planet Cardiff (OPC) Strategy which proposes a wide range of ambitious actions across energy, housing, transport, food and water that form the basis of a delivery plan to achieve carbon neutrality. It aims to do this in a way that supports new green economies and greater social wellbeing in the city.
3. In September 2021 the Council published the One Planet Action Plan which in support of the strategy sets out short, medium and longer term actions that have been developed by the Council, in partnership and based on the feedback of the city-wide consultation on One Planet Cardiff. It is the delivery and monitoring arm of the overarching One Planet Cardiff Strategy and addresses the targets, analysis and key action areas identified within the strategy.
4. At the core of the strategy and planned actions are the seven key themes set out in Fig 1 below. Under the OPC themes of Energy and built environment the action plan identified the new Corporate Property Strategy 2021-26, published in November 2021, which outlined the Council's approach to carbon reduction in the Built Environment. The Corporate Property Strategy set the objective to reduce the carbon output within the operational and schools estate, and off-set with new renewable energy sources, targeting a 60% reduction by 2030.

5. In support of this target, the OPC action plan commits the Council to exploring retrofit of existing buildings and commits to working with partners across the city to accelerate partnership programmes to deliver mass retrofit of public, domestic and commercial buildings with measures to reduce energy demand such as insulation, better controls and more efficient and renewable energy appliances. The council will work with partners to promote and facilitate access to schemes to deliver property upgrades and retrofit.
6. The corporate Property strategy 2021-2026 sets out a number of objectives and targets specifically related to the built environment in supporting the targets of OPC. These include carbon reduction of 30% by 2026, modernisation of existing retained buildings and building management efficiency improvements.

Fig 1. Seven key themes of OPC Action Plan



7. In support of these objectives the Property strategy sets out 4 key pillars of carbon reduction.
 - **Rationalisation** - Carbon reduction in the Built Environment over the last several years has primarily been achieved through property rationalisation – the disposal of property or termination of leases.

When a property is sold or lease relinquished, the carbon contribution of that asset is removed from the Council's Built Environment carbon footprint.

- **Behaviour change** - The way we use our buildings is a significant contributor to the reduction target. Managing the use of properties more efficiently is estimated to be just as significant as the physical building adaptations in reducing carbon. This was observed in the carbon output reductions recorded over the COVID period as the Council vacated the vast majority of the premises for long periods. Education, training, and management support for new practices to staff, managers and building users will be required to ensure efficient use of council property over the short, medium and long term.
- **Offsetting** - This will primarily be achieved through the planting of trees and other natural means. The Coed Caerdydd project is central to this initiative. The project outlines an ambition to increase the tree canopy across the city by 19% – 25% by 2030.
- **Modernisation and Retrofit** - Modernisation describes the repair, refurbishment and improvement of the retained operational estate. This is potentially the largest stream of work within the Built Environment given the scale of works required to realise a permanent reduction in the Council's carbon footprint.

Historically the Council has implemented energy efficiency schemes on a relatively modest scale. For example, in the Re:Fit 1 programme, properties the Council had determined to retain were assessed for physical building works resulting in energy performance enhancing / carbon reducing measures which were then implemented on an invest to save basis with payback terms in the region of 8-10 years.

Re:Fit

8. What is Re:Fit ?
 - A competitively tendered and OJEU compliant energy framework with 16 service providers
 - The programme is managed and run via Local Partnerships (LP), a joint venture between Local Government Association, HM treasury and the Welsh Government working solely for the benefit of the Public Sector.
9. Why use it?
 - Re:Fit allows public bodies to achieve substantial guaranteed performance, energy and carbon savings through energy efficiency and/or generation investments into land and buildings.
10. What does it cover?
 - Retrofit of buildings and assets through physical interventions utilising a range of technologies and measures to save energy and realise carbon benefits.

- The appointed service provider must guarantee the savings they predict will arise from the projects they implement, subject to the Council undertaking its obligations, thus reducing financial risk to the Council.
- Supported by invest to save interest free loan opportunities through SALIX (Or other funding opportunities).

Re:Fit to date

11. 19 Cardiff Council school sites have thus far benefited from Re:Fit investment programmes, delivering and surpassing the guaranteed minimum energy consumption reduction target. The 19 school sites were split over two investment periods known as tranches.

12. Re:Fit 1 - Tranche 1

- Summary – Installation of Energy Conservation Measures ECM's across 8 properties, measures include, Solar PV, Building Management Systems, Direct hot water system, passive infrared sensors (PIRs), Fridge freezer motor controls, LED lighting upgrades, Valve Jackets and Tea boilers PIRS.
- Energy Savings: c. 1.8 million kWh/Annum
- Carbon Savings: c. 641 tCO₂e/annum or c.19% against baseline
- Cost Savings: c. £148k/annum
- Costs: CAPEX £1.2 million – OPEX £36k/Annum (shared between sites)
- Funding: Via SALIX Invest to save scheme.

13. Re:Fit 1 - Tranche 2

- Summary – Installation of ECM's across 11 properties, measures include, solar PV, Building management systems, Direct hot water system PIRs, Fridge freezer motor controls, LED lighting upgrade, Valve Jackets and Tea boilers PIRS.
- Energy Savings: c.2.07 million kWh/Annu
- Carbon Savings: c.482 tCO₂e/annum or c.25% against baseline
- Cost Savings: c. £180k/annum
- Costs: CAPEX £1.45 million – OPEX £21k/Annum (shared between sites)
- Funding: Via SALIX Invest to save scheme.

Table 1 below summarises the annual savings realised through the programme and the cost avoidance based on 23/24 rates. The 2023/24 rates represent the significant increase in Gas and electricity rates since the implementation of the original Re:fit programme.

Table 1: Re:Fit 1 programme cost summary savings and cost avoidance

Re:Fit 1	Annual savings based on Baseline rates	Annual savings based 23/24 rates	Total Cost Mitigation/Avoidance
Tranche 1	£148k	£581k	£433K
Tranche 2	£180k	£520k	£340k

Note:

- T1- Baseline year rates of 10.3p per kWh electricity and 2.5p per kWh gas.
- T2 – Baseline year rates of 16p per kWh electricity and 2.6p per kWh gas
- 23/24 rates of 39.47p per kWh electricity and 9.2p kWh gas

14. The Re:Fit 1 programme has been successful in meeting the required carbon and financial objectives. Lessons learnt to be incorporated into any successor programmes include:

- Appropriate level of technical and project management resources essential for programme management.
- Full and early engagement with all stakeholders required from start to end of the programme.
- Provision of suitable financial contingency required through programme of works to allow some flexibility around interfaces with reactive emergency works - for example emergency roofing.
- Programme needs to be widened to accommodate challenges that have been noted in the existing Western power ageing infrastructure resulting in restrictions on generation back to the grid.
- Handover documentation to include better end user engagement opportunity to work alongside the curriculum team and carbon reduction officers to support behavioural change in schools i.e. real time case studies.

15. The Annual Property Plan (APP) 2023/24 provided an in-year update relating to OPC and Built Environment carbon reduction targets and noted the success of the earlier Re:Fit 1 programme. The APP described how work had commenced on the development of a new energy efficiency Re:Fit programme, noting “A new Refit programme is being developed which will again include schools but will also be extended to the corporate estate. Due to the scale of works required to meet One Planet Cardiff carbon reduction targets, the new Refit programme will be the largest thus far”. This is called Re:Fit 4.

Issues

16. **Scale** - Re:Fit 1 has been a successful programme and demonstrated financial and carbon targets can be achieved through physical interventions. However the programme was delivered over a modest number of sites in the context of the Council’s large land and property

estate (Built Environment) and the targets of the OPC. It is clear that in order to make a more substantial reduction to the Council's Built Environment carbon footprint, the proposed Re:Fit 4 would need to be on a significantly larger scale.

17. **Timescale** – The target year of 2030 to meet the OPC carbon reduction target is challenging in the context of an estate the size of Cardiff's, with circa 6 years now remaining. It will be necessary to undertake a series of Re:Fit tranches over consecutive years to make significant permanent reductions to the Council's carbon footprint by 2030.
18. **Condition** - Survey work recently undertaken including condition surveys and benchmarking programmes identified in the corporate property strategy have identified further challenges across the estate relating to suitability of buildings to receive retro fit energy conservation measures (ECM's) without firstly being subject to building fabric improvement. For example suitability/condition of roofs to receive Photovoltaics will impact on decision making on site selection for retrofit measures. In addition to existing condition of buildings, service requirements and objectives across the estate impact on suitable site selection. In order to deliver the most cost-effective retrofit that best aligns with service requirements, buildings with certainty of remaining operational for the term of the Re:Fit payback are to be prioritised.
19. **Funding** – The main funding source for retrofit, being made available through the Wales funding programme, allows public sector bodies to apply for interest-free loans for up to one hundred percent of the costs of energy-saving or renewable energy projects. The Wales funding programme has certain constraints to the funding that restrict how 'deep' retrofit measures can go within the programme and these are a payback on investment period of 8 years and a maximum cost of the carbon saving measures of £278 per ton of the lifetime of the project. This requires careful consideration of carbon reduction measures across each building.
20. **Routes to market** - To date the Council have utilised the Re:Fit 1 framework to deliver Energy Conservation Measures (ECM's) across 19 properties delivered over 2 tranches with a total investment via the Wales funding programme of c. £2.6 million – delivering to date the guaranteed 15% energy consumption reduction which in turn equates to c.19-25% carbon reduction across the sites. The Re:Fit framework to deliver these measures is unique. The Council enters into an energy performance contract with the tendered service provider and the appointed service provider must guarantee the savings that they predict will arise from the projects they implement, subject to the Council undertaking its obligations, thus reducing financial risk to the Council. The Re:Fit 1 framework is now closed for new schemes however the 4th iteration of the framework Re:Fit 4 is currently accessible to local authorities.

Re:Fit 4 - New framework Proposal

21. In order to continue to deliver ECM's into the built environment to support OPC targets, it is proposed the Council procures a new energy performance contract through the latest version of the Re:Fit framework - version 4. The Council has gained considerable experience in delivering ECM's through this type of framework and despite challenges associated with estate condition, it is considered that the Re:Fit framework, supported by Local Partnerships, offers the best value model to achieve larger scale permanent energy efficiencies and carbon reduction within the Built Environment as the selected service provider guarantees energy savings to an agreed level.
22. Furthermore, the Council's previous Re:Fit 1 was limited to 2 tranches over 2 years focusing on 19 sites. Re:Fit 4 offers the opportunity to upscale and to take forward a considerably larger programme. Subject to approval it is proposed that Re:Fit 4 consists of multiple Tranches in subsequent financial years starting with the delivery of tranche 1 in 2024/25. This further increases the potential for a bigger impact to the carbon reduction target.
23. Procurement of a new service provider under Re:Fit 4 offers the following benefits.
 - Well defined and tested route to market
 - Utilisation of an Energy performance contract to guarantee energy savings.
 - Guaranteed payback period based on baselined energy costs.
 - Opportunities for cost avoidance across the in-scope properties due to volatility of energy market
 - Opportunity to upscale programme and thus scale of carbon reduction.
 - Opportunity to appoint a service provider to deliver tranches of work over a 4 year period. With the added benefit of allowing the council to adapt funding models over this time-frame as funding availability in the market improves.
 - Greater flexibility to annually assess buildings for inclusion in each tranche to better match evolving service and organisational need (NB. All buildings can be included in an overall programme and can then be selected for each tranche as determined by the Council)
 - SALIX loan and financial management of site payback across the in scope properties is well understood within the council following completion of works to date.
 - Opportunities for Re:Fit programme to support emerging curriculum and behaviour change programmes.
24. Risks associated with Re:Fit 4 programme are considered to be low due to the guaranteed savings set out within the energy performance contract however there are emerging risks in being able to upscale to support the programme as set out below.

- Suitability and condition of existing buildings to be able to benefit from ECM's - each selected building will require a high-level appraisal (undertaken by service provider) to assess suitability for taking forward to an investment grade proposal (IGP), this has been mitigated to date with initial assessment process for a potential tranche 1 as set out later in paper.
- Funding – each tranche of works would require a separate loan agreement (subject to approval) with SALIX. The current SALIX model maybe subject to change over the life of the programme. If this is the case then alternative invest to save funding sources may need to be considered for future tranches.

Re:Fit 4 - New framework Development

25. Since the completion of the Re:Fit 1 framework and as set out 2022/23 APP, preliminary work has been undertaken in the development of the Re:Fit 4 programme in conjunction with LP and consultation with stakeholders as set out below. Key governance steps include:

- Signed access agreement with LP
- Review of framework documentation and delivery requirements
- Signed client support agreement with LP
- SALIX loan expression of interest submission
- Development of framework documentation
- Procurement consultation
- Legal consultation
- Finance consultation
- Soft market testing
- Tranche 1 site selection and consultation
- Development of Invitation To Tender (ITT) documentation
- **Officer Decision Report (ODR) for issue of tender to undertake mini competition (No Financial Commitment to Council)**

26. Future programme steps and key decision points are set out below, dates are approximate at this time.

- Mini Competition commencement with Framework service providers – November/December 23
- **Cabinet report to update on Re:Fit proposals and progress Re:Fit 4 framework, note Tranche 1 site selection and delegate authority to appoint service provider to develop detailed business case and enter into salix loan – January 24**

Subject to Cabinet approval:

- **ODR Selection of service provider – March/April 24**
- Development of high-level appraisals and Investment Grade Proposals for detailed business case. – April/May 24
- SALIX loan application and confirmation of funding – May/June 24

- **ODR with detailed business case for recommendation to sign relevant works contract with service provider for Re:Fit 4 – Tranche 1**
- Delivery – June 24 onwards

An indicative procurement programme is included within appendix 2.

Re:Fit 4 Tranche 1 site selection process

27. The Re:Fit 4 framework requires that the ITT to service providers contains the properties that are likely to be selected for delivery in Tranche 1, note the full portfolio is also included within the documentation to allow any properties to be called off for future tranches of works.
28. As noted above, selection of sites suitable for inclusion within the framework is critical and very much impacted by site condition/age and service requirements. In order to ascertain in scope properties for Re:Fit 4 Tranche 1 the following process and consultation has been undertaken to arrive at short list of 22 schools and 1 operational building, the in scope list is set out in appendix 1 below.

Site selection

29. Site are assessed using the following ranking metrics.
 - Energy Performance data – K2N benchmarking data to initially filter by worst performing site in relation to national benchmarks, this benchmarking is based on actual space usage at each site and so allows a comparable Metric against school sites regardless of size.
 - Where K2N data does not yet exist in the operational estate consumption profiles are considered against Chartered Institution of Building Services Engineers (CIBSE)
 - Service area requirements including condition data and committed asset renewal programme, for example new roofs or boiler replacements as these would impact Installation of ECM's
 - Identified works not yet committed that may escalate in risk over time and require be added to the Asset Renewal programme.
 - Previously completed works.
 - Consultation with commissioning officers for intelligence on general status of site.
 - Consideration of potential scope of Re:Fit opportunities for sites.

Sites are allocated a RAG status and any sites considered long-term suitable investment opportunities are then re-ranked by performance data selected for inclusion into the programme. Current tranche 1 has 17 school sites with 5 reserve sites and 1 operational site - giving a total of 23 sites for potential inclusion in programme.

Outline Business case for Tranche 1

30. The Re:Fit programme is based around an energy performance contract which commits the service provider to guaranteeing the energy consumption savings and cost saving based on a baseline year of energy consumption and utility rates. This guaranteed saving will be set in the contract at a minimum of 15% (subject to final modelling with LP). Table 2 below sets out the potential consumption, cost and carbon savings across the selected sites utilising an averaged unit rate less than 23/24 rates but more aligned with predicted unit rates going forward. The assessment per in scope site is included within **appendix 1** for reference.

Table 2: Showing 15% savings against consumption, carbon and cost across 23 in scope sites

	Total Consumption kWh	Total Carbon tCO2e	Total Cost * £
T1 Portfolio	7,706,790.0	1595.7	£1,173,590
15% Minimum Savings	1,155,914	239.4	£176,039
Outline Capex Costs based on max loan value from savings assumeing 10 year payback			c.£1,800,000

* Costs based on averaged baseline rate of 35p/kWh Electricity and 8p/kWh gas

31. Table 2 shows a high-level review of tranche 1 potential consumption, carbon and cost savings. Once appointed, the service provider will undertake high-level assessments which will inform the Council's final selection of properties to take through to investment grade proposal (IGP). The IGP is essentially a business case based on detailed design work and assessment of each property. The IGP details the capital costs and projected savings to be realised once integrated into the energy performance contract.
32. In consideration of IGP process and known property condition variations across the Cardiff estate, initial estimates considered a tranche 1 SALIX fund requirement of £1.5m to £3.0m. However, based on recent discussions with LP and the high-level assessment of the selected in scope sites, it is considered that the tranche 1 budget and SALIX funding requirements are circa **£1.7 – 2.0 million**.
33. To date the Re:Fit programme has been funded via the SALIX managed 'Wales Funding Programme' allows public sector bodies to apply for interest-free loans for up to one hundred percent of the costs of energy-saving or renewable energy projects. The scheme offers the following benefits.
- The Salix Energy Efficiency Loan Scheme and the invest to save finance scheme provide interest free funding.

- Funding to cover 100% of the project costs.
 - Flexibility on repayment
 - Support from a designated relationship manager through application and delivery
 - Networking and knowledge share access to other public sector bodies
34. SALIX funded CAPEX costs for the programme can include for 100% of the project costs including enabling works surveys including asbestos, development of IGP's, and project management/implementation costs mitigating impact on Council resources.
 35. Revenue costs through the programme are to be finalised within the IGPs and are specific to maintaining ECM's to realise the savings. These costs are apportioned across the in-scope sites.
 36. Consultation with Welsh Government and the SALIX team has been ongoing throughout the Re:Fit 4 development work and expressions of interest outlining potential works programme and loan requirements have been formally submitted to SALIX. Regular updates are ongoing.
 37. Once appointed the Council will have the option to use the selected service provider for up to four years. It is anticipated that future tranches of Re:Fit 4 may be up to £3 million per tranche to accommodate a more holistic approach to carbon reduction across selected sites. These will take into account fabric improvements and emerging changes to potential funding streams which may accommodate longer payback periods and changes to the cost of carbon saving per ton across the life of the ECM.
 38. In addition, there may be opportunity to consider blended funding opportunities (subject to availability and approval) to finance future tranches, potentially including asset renewal funding to support the more challenging decarbonisation of heating systems. Updates on such proposals would be brought back to cabinet at the appropriate time after full review with relevant service teams.

Reason for Recommendations

39. To enable Cabinet to note the process and delivery approach to the Re:Fit 4 retrofit programme.
40. To ensure delegations are in place to proceed with future work tranches within the Re:Fit 4 framework.
41. To note the reporting arrangements tracking progress and impact of the Re:Fit 4 programme.

Financial Implications

42. The expenditure on the proposed schemes as part of Tranche 1 identified in the report is not currently within the budget framework, but would need

to be in the framework prior to award of any contract to the chosen service provider. Any inclusion in the budget framework would need to be on the basis that investment by the Council would be repaid from savings from implementing the projects over a reasonable period of time. Where such expenditure is to be financed by Loans, this is to be managed as part of the Council's Treasury Management and Borrowing Strategy, with existing delegations to the Corporate Director Resources to enter in to any such loan agreements including those from Salix.

43. In accordance with established process for Refit, the current outline proposals will be updated as part of the development of investment grade proposals, and these will need to be reviewed prior to any award by the finance officers as part of any contract award report. This may mean schemes being removed from the proposals, or added to where relevant where there is not a significant change to the Cabinet Proposals. These investment grade proposals will need to include the certainty and longevity of the useful life of the assets to which retrofit measures are to be applied; ensuring the approach to maintenance and operation of the assets is undertaken in accordance with supplier requirements, particularly where this is dependent on guarantee of savings and also the revenue costs of maintaining and managing the measures and service provider contract.
44. Processes will need to be put in place to capture any revenue savings to repay any investment over the agreed useful life of the measures. In the event that savings are not achieved in accordance with any contract award, any initial capital expenditure will need to continue to be repaid from the relevant service areas of the buildings in scope.
45. Where measures are to involve schools sites, this may involve additional administration costs which will need to be considered and managed by the Directorate.
46. Appropriate revenue and capital budgets for project management, delivery and reporting will need to be in place to ensure effective implementation, handover and monitoring of the contract, including implementing lessons learnt from previous works, as identified in the report.
47. Any service provider appointed will need to be reviewed on a periodic basis to ensure the outcomes expected and value for money continue to be received for future tranches of works.

Legal Implications (including Equality Impact Assessment where appropriate)

48. With regards the commencement of procurement, please see previous officer decision report for legal implications. Legal services are instructed that the scope deals with procurement of tranche 1 but also allows for the potential to add future tranches if the council wishes to do so (subject to appropriate approvals). Any further legal implications will be set out in the relevant reports.

Equality Duty

49. In considering this matter, the Council must have regard to its public sector equality duties under the Equality Act 2010 (including specific Welsh public sector duties). This means the Council must give due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. The protected characteristics are: age, gender reassignment, sex, race – including ethnic or national origin, colour or nationality, disability, pregnancy and maternity, marriage and civil partnership, sexual orientation, religion or belief – including lack of religion or belief.
50. When taking strategic decisions, the Council also has a statutory duty to have due regard to the need to reduce inequalities of outcome resulting from socio-economic disadvantage ('the Socio-Economic Duty' imposed under section 1 of the Equality Act 2010). In considering this, the Council must take into account the statutory guidance issued by the Welsh Ministers ([WG42004 A More Equal Wales The Socio-economic Duty Equality Act 2010 \(gov.wales\)](#)) and must be able to demonstrate how it has discharged its duty.

Well Being of Future Generations (Wales) Act 2015

51. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan 2023-26. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:
- Look to the long-term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the 7 national well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them.

The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

General

52. The decision maker must be satisfied that the proposal is within the Policy and Budget Framework. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Council Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances
53. The decision maker should also have regard to, when making its decision, to the Council's wider obligations under the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards."

HR Implications

54. There are no immediate HR implications arising from this report and its recommendations. Should further work be undertaken which impacts on the work locations of employees there will be a need to assess the employee implications and for full consultation to be undertaken with the trade unions.

Property Implications

55. All property implications are detailed within the report.

RECOMMENDATIONS

Cabinet is recommended to

1. Note the process and delivery approach to the Re:Fit 4 Programme.
2. Delegate authority to Director of economic development, in consultation with the Cabinet Member for Investment and Development, the Section 151 and the Legal Officer, to determine whether to proceed with future tranches of works and generally deal with all aspects (up to and including award of any contracts) to be delivered by the appointed service provider.
3. Note that further update reports will be brought back to Cabinet for information on the progression of the overall programmes.

SENIOR RESPONSIBLE OFFICER	Neil Hanratty Director of Economic Development
	12 January 2024

The following appendices are attached:

Appendix 1 Tranche 1 Buildings In scope

Appendix 2 Indicative Re:Fit 4 Timeline