
A separate report is submitted in the private part of the agenda in respect of this item, as it contains details of financial information required to be kept private in accordance with Schedule 12A of the Local Government Act 1972. The grounds for privacy are that it contains information relating to the financial and business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption under Schedule 12A outweighs the public interest in disclosing the information.

Cabinet
Council

04 November 2014
11 November 2014

Name of Cabinet Member:

Cabinet Member (Strategic Finance and Resources) – Councillor Gannon
Cabinet Member (Business, Enterprise and Employment) – Councillor Maton

Director Approving Submission of the report:

Executive Director, Resources
Executive Director, Place

Ward(s) affected:

City wide

Title:

Investment in an Energy Performance Contract (Re:Fit)

Is this a key decision?

No

Although the proposals in the report will have an effect on all wards in the city, it is not anticipated that the effect will be significant

Executive Summary:

The Council has made a commitment in its Carbon Management Plan, to achieve a 35% reduction in carbon emissions by 2020. The refurbishment of existing buildings is a key requirement to reduce the carbon emissions to support the achievement of the ambitious carbon reduction targets. The use of an energy performance contract like Re:Fit will support the Council in being able to make energy cost and carbon savings. This contract model transfers risk of performance to the Re:Fit contractor / Energy Services Company (ESCo's) as they have to guarantee the energy savings to be made over an agreed period. The initial capital investment is offset by the guaranteed savings offered by the ESCo's, providing a cost neutral solution for energy efficiency projects (from low energy lighting to solar pv etc) over a specific term.

In addition to the Council buildings, the initial phase of the project includes a number of schools and Coombe Abbey Park Hotel. The total value of the project and the capital investment

required for Re:Fit is estimated to be £1.00m (plus fees for due diligence and for access to the framework contract), with over 60% of the required funding being sought from Salix Finance. Salix provide interest free loans for public sector investment in low carbon and energy efficiency measures, with the remaining funding being sought from prudential borrowing.

Approval of the recommendations would mean the Council will prudentially borrow up to a cap of £0.37m to provide investment for the Re:Fit programme as an addition to the existing approved capital programme. Local Partnerships, a joint local government association (LGA) and Treasury agency have undertaken some initial work on the selected buildings. For the Council owned and occupied buildings they have estimated savings of £0.03m pa, for a capital investment of £0.23m funded from prudential borrowing and Salix Finance.

The majority of the prudential borrowing will be used to provide a loan to Coombe Abbey Park Limited (CAPL) to enable them to meet the capital costs for the project. This funding would be provided on commercial terms, allowing the Council to generate a surplus on the margin applied to the capital financing costs. Any costs associated with the due diligence for loan financing will be passed to the CAPL, by adding it to the value of the loan. Energy savings will be used to repay the loan finance secured.

The exact value of the capital investment will not be known until the contractors on the framework return their procurement response. This project has already received approval to proceed to procurement by the Place Panel, subject to the availability of funding as requested in this report.

Recommendations:

Cabinet is asked to recommend that Council:

- (1) Approve the use of its powers under the Local Government Act 2003 to prudentially borrow the sum of £0.37m to provide investment for the Re:Fit programme as an addition to the existing approved capital programme.
- (2) Approve the Council entering into a contract with Salix for access to interest free loan finance (£0.16m) for investment in the Council buildings, where the energy efficiency measures meet the conditions for such funding, reducing the need for prudential borrowing.
- (3) Approve the Council acting as a guarantor for the Salix funding (£0.50m) provided to schools participating in the Re:Fit programme.
- (4) Approve the use of its powers under the Localism Act 2011 to provide a loan to Coombe Abbey Park Limited (CAPL) plus the costs of any due diligence, on commercial terms to be met from prudential borrowing (as detailed in recommendation 1).
- (5) Delegate authority to the Executive Director, Resources and the Council Solicitor to agree detailed terms of the transaction between CAPL and the Council.
- (6) Delegate authority to the Executive Director, Resources and the Council Solicitor as appropriate, to sign the loan agreement and other ancillary documentation as is necessary to complete the financing transaction with CAPL, based on the proposals detailed in this report.

Council is asked to:

- (1) Approve the use of its powers under the Local Government Act 2003 to prudentially borrow the sum of £0.35m to provide investment for the Re:Fit programme as an addition to the existing approved capital programme.
- (2) Approve the Council entering into a contract with Salix for access to interest free loan finance (£0.16m) for investment in the Council buildings, where the energy efficiency measures meet the conditions for such funding, reducing the need for prudential borrowing.

- (3) Approve the Council acting as a guarantor for the Salix funding (£0.50m) provided to schools participating in the Re:Fit programme. Energy savings will be used to repay the loan finance secured.
- (4) Approve the use of its powers under the Localism Act 2011 to provide a loan to Coombe Abbey Park Limited (CAPL) plus the costs of any due diligence, on commercial terms to be met from prudential borrowing (as detailed in recommendation 1).
- (5) Delegate authority to the Executive Director, Resources and the Council Solicitor to agree detailed terms of the transaction between CAPL and the Council.
- (6) Delegate authority to the Executive Director, Resources and the Council Solicitor as appropriate, to sign the loan agreement and other ancillary documentation as is necessary to complete the financing transaction with CAPL, based on the proposals detailed in this report.

List of Appendices included:

None

Other useful background papers:

None

Has it been or will it be considered by Scrutiny?

No

Has it been or will it be considered by any other Council Committee, Advisory Panel or other body?

No

Will this report go to Council?

Yes – 11 November 2014

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1. Context (or background)

- 1.1 Coventry City Council (CCC) is determined to lead the city to a sustainable and low-carbon future that will ensure that residents, visitors and businesses choose Coventry as a preferred location in which to live, work and invest. Investments in Heatline, Coventry's district heating network and low carbon vehicles highlight areas where the Council has led by example. The use of an energy performance contract (EPC) provides another opportunity for the Council to invest now to deliver financial savings and reduce carbon emissions. This programme allows for a joined up approach towards investment in low carbon technology, with guaranteed savings.
- 1.2 The Council has made a commitment in its Carbon Management Plan, to achieve a 35% reduction in carbon emissions by 2020. The use of an energy performance contract like Re:Fit will support the Council in being able to make energy cost and carbon savings. The refurbishment of existing buildings is a key requirement to reduce the carbon emissions to support the achievement of the ambitious carbon reduction targets.
- 1.3 Re:Fit was procured by the Greater London Authorities (GLA) to allow cost neutral low carbon investment (from low energy lighting to solar pv etc) in public sector buildings with guaranteed savings for an initial investment. There are 12 Energy Service Companies (ESCOs) on this ready to use procurement framework. The companies on the framework have already undergone part of the procurement process, so the process for selecting and appointing a contractor to deliver an energy performance contract is much quicker than a full Official Journal of the European Union (OJEU) procurement.
- 1.4 The rationalisation of Council buildings as part of the Property Fundamental Service Review (FSR) and the relocation of the Council's back office functions to Friargate, has limited the buildings that could be included as part of the first phase of this project. The properties that are being considered as part of Re:Fit are key operational properties the Council will continue to operate, including a number of schools, Canley Crematorium, Coombe Abbey Visitors Centre and Coombe Abbey Hotel. Details for the buildings that will be part of phase 1 are included in Table 1.
- 1.5 Details of the proposal were shared with the Coventry and Warwickshire Local Enterprise Partnership (CWLEP) Energy Business Group; and Warwickshire County Council and some of the District authorities are considering being part of phase 1 of the project. Each Council would be responsible for financing their own capital costs and for meeting a proportion of the project management costs. Discussions are also taking place with Orbit Housing and Coventry University, who are considering being included in Re:Fit phase 1. The benefit of other authorities and partners being part of phase 1 is the increased scale and variety of buildings, which may attract more competitive bids from the suppliers on the framework.
- 1.6 Leeds Council and Nottingham Council have both used the Re:Fit framework, for investment in 10 buildings and a capital investment of £1.0m. Most energy efficiency initiatives have resulted in a guaranteed payback over 5-7 years.

2. Options considered and recommended proposal

2.1 Option 1: Do nothing

- 2.2 The Council has a commitment to achieve a 35% reduction in carbon emissions by 2020. Not retrofitting / refurbishing the retained Council buildings with energy efficiency measures will put achieving the Council' target reduction in carbon emissions at risk. Phase 1 alone would reduce the Council's emissions by 2%.
- 2.3 Option 2: Adhoc / one off investment in energy efficiency and low carbon projects**
- 2.4 The Council has already invested in separate initiatives such as the replacement of lighting within buildings from fluorescent bulbs to LED.
- 2.5 We have explored opportunities for solar PV and biomass in some schools and the Council buildings, but many of these projects in isolation resulted in a long payback. If initiatives are considered as a package, it may make the initial capital investment more appealing, as some projects would deliver financial benefits sooner.
- 2.6 If energy efficiency measures are considered as separate projects, the lead in time for procurement and implementation would be duplicated for each initiative.
- 2.7 Option 3: Procure an ESCo partner outside of the Re:Fit framework**
- 2.8 The Council could undertake a full procurement exercise to secure an ESCo partner outside the Re:Fit framework, but the timescales for this would be longer and the process would be more costly for the Council and partners. The companies on the Re:Fit framework have already undergone part of the procurement process, so the process for selecting and appointing a contractor to deliver an energy performance contract is much quicker than a full OJEU procurement.
- 2.9 This option may deliver the same financial benefit and carbon benefits as Re:Fit, but the costs to undertake this procurement would be greater as use of the Re:Fit framework also includes technical support from Local Partnerships through the procurement process, including access to template documents and contracts.
- 2.10 Option 4 and the recommended option: Procure an ESCo partner through the Re:Fit framework**
- 2.11 Re:Fit is a ready for use, low cost procurement initiative that allows the public sector to carry out energy efficiency retrofit measures on existing buildings to cut energy costs, reduce carbon emissions and therefore carbon reduction commitment (CRC) liability.
- 2.12 The ESCo's on the Re:Fit framework will be invited to submit tenders outlining the type of technology, cost and impact for the stated capital investment to achieve a minimum level of energy / financial savings over a specific payback period.
- 2.13 The Invitation to Tender (ITT) documents for the procurement will include a number of specific conditions to ensure the procurement delivers the outcomes required.
- Minimum average reduction in carbon emissions of 15% (carbon tonnes) across all the buildings included in phase 1.
 - Minimum average financial savings of 15% should be delivered as part of overall energy savings for the buildings included in the project.
 - A minimum of 10% savings for the current energy costs associated with each building.
 - Investment of £1.00m capital, with LEA schools being funded through Salix. A maximum investment for Coombe Abbey Park to the sum equivalent to the loan finance.

- To maximise the investment, where possible funding should meet the criteria for Salix.
 - Savings should be delivered to reduce the on-going gas and electricity costs.
 - Majority of savings proposed should result in the capital invested in an energy efficiency measure having a payback of between 5-8 years.
- 2.14 This contract model transfers risk of performance to the ESCo's as they have to guarantee the energy savings to be made over an agreed period. The initial capital investment is offset by the guaranteed savings offered by the ESCo's, providing a cost neutral solution for energy efficiency projects over a specific term.
- 2.15 The Council will seek to utilise Salix funding where possible. Salix Finance are an independent, not for profit company funded by the Department for Energy and Climate Change, who provide 100% interest free loans to the public sector to improve their energy efficiency and reduce their carbon emissions. Projects are required to have a payback period of up to 5 years for public buildings and up to 8 years for schools. Schools would apply directly to Salix for access to this funding and the agreement for repayment of the loan would be direct to Salix, but the Council will be required to approve the application for funding and act as a guarantor.
- 2.16 Department for Education has granted permission to Salix to provide loan funding to Academy schools, however a limited number of applications are supported each year, with a waiting list for further allocations. Academies are not able to borrow money from banks or other bodies, limiting the amount of external funding they are able to secure. If Finham Park School are unable to secure Salix funding, they will have to seek funding from alternative sources, or be excluded from phase 1 of the Re:Fit programme.
- 2.17 Salix funding can be used to invest in various energy efficiency measures such as insulation and building fabric improvements including draught proofing, lighting upgrades, building management system controls and boiler replacements etc. It can also be used to part fund a project that has a longer payback than Salix would allow, but it cannot be used to support the investment in onsite renewable energy eg solar PV, biomass etc, as these projects will attract government financial incentives such as feed in tariffs (FITs) or renewable heat incentives (RHI). Any proposals in relation to this type of investment would need to be funded through other means.
- 2.18 The initial phase of the Re:Fit contract will cover the Council, Coventry school buildings (included in Table 1) and Coombe Abbey Park Hotel.

Table 1: Estimated savings from the buildings included in Re:Fit phase 1

	Buildings	Projected annual tonnes of CO2 saved	Total existing energy costs	Projected energy savings ¹	% Saving	Capital investment
Council owned and occupied						
1	Coombe Abbey Visitors Centre	11 tonnes	£11,126	£1,978	18%	£14,000
2	Canley Crematorium, Chapels & Lodge	44 tonnes	£67,678	£6,768	10%	£56,000
3	Council House	118 tonnes	£193,945	£23,273	12%	£148,000
4	Cheylesmore Manor House	6 tonnes	£8,534	£1,146	13%	£8,000

¹ The calculation of the energy savings is based on a desktop exercise comparing Chartered Institution of Building Services Engineers (CIBSE) benchmark energy consumption data with actual energy consumption figures. The CIBSE benchmarks provide representative values of energy consumption for common building types in kWh/m2/yr.

Buildings		Projected annual tonnes of CO2 saved	Total existing energy costs	Projected energy savings ¹	% Saving	Capital investment
Total for Council owned and occupied			£281,292	£33,165	12%	£226,000
5	Barrs Hill Secondary School	73 tonnes	£78,747	£13,085	17%	£91,000
6	Stoke Park Secondary School	84 tonnes	£85,269	£15,676	18%	£106,000
7	Grangehurst Primary School	27 tonnes	£36,544	£5,290	14%	£34,000
8	Holbrook Primary School	62 tonnes	£39,843	£3,973	10%	£78,000
9	Stoke Primary	19 tonnes	£30,679	£3,677	12%	£23,000
10	Finham Park Secondary School	141 tonnes	£117,442	£26,053	22%	£177,000

- 2.19 Public buildings from other Coventry and Warwickshire organisations may be included in phase 1. Each organisation will be responsible for financing their own capital costs and for meeting a proportion of the project management costs.
- 2.20 Local Partnerships are a jointly owned Local Government Association (LGA) and Treasury agency; that are supporting the Council to deliver the Re:Fit programme. They have estimated an average savings of 15% across all buildings, with some buildings potentially being able to deliver up to 18% savings. The majority of savings relating to electricity usage rather than gas. Savings from the review by Local Partnerships appear low compared to RE:FIT in other local authorities, but this maybe due to the mix of properties being considered.
- 2.21 Over 70% of the proposed energy savings relate to schools. The Council should realise annual savings of £0.03m, based on the Council owned and occupied buildings alone. The age, building type and use of the building makes it difficult to realise further savings for the handful of operational Council buildings that will be affected. Actual savings will be known once the ITT documents including an investment grade proposal (business case) for each building and measure have been returned and the project has awarded a contract with a preferred bidder.
- 2.22 Savings are guaranteed by the energy company at the level included in the investment grade proposals. The Re:Fit contractor is obliged to deliver the financial savings, make payment at the same value, or invest their own capital in additional energy efficiency measures that will deliver additional the savings going forward.
- 2.23 To deliver this level of savings, Local Partnerships estimate c£1m capital investment will be required across all buildings. It is estimated that over 60% of the total funding will be from the Salix resource with the balance met by prudential borrowing.
- 2.24 In addition to financial savings this project supports the non-financial benefits associated with reducing carbon, which could support the Council remaining outside the scope for Carbon Reduction Commitment (carbon) tax. The Council buildings included in Re:Fit will reduce the Councils carbon emissions by 2%.
- 2.25 Further tranches of buildings will be pursued if additional finance becomes available and approval will be sought through the appropriate channels.

3. Results of consultation undertaken

- 3.1 The Council's Low Carbon and Sustainability Team have shared details of the Re:Fit scheme with all schools to understand the level of interest to participate as part of phase 1. No other consultation has been undertaken.

4. Timetable for implementing this decision

- 4.1 If the recommendations in this paper are approved, the project will publish the required procurement documents for the end of November. Estimated dates of project are summarised below:
- Procurement and ITT by end of November 2014
 - Evaluation and contract award by end of January/ Mid February 2015
 - Agree final proposals (IGP) and agree monitoring and verification plans by end of April 2015
 - Plan works and mobilise by end of May 2015
 - Start works July 2015
 - Complete works by end of December 2015.
- 4.2 The project will be managed by the Low Carbon and Sustainability Team and energy savings will be monitored in line with the Council's existing energy management process,
- 4.3 The provision of any loan financing will be monitored by the Council's Corporate Finance Team, alongside existing Council investments.

5 Comments from Executive Director, Resources

5.1 Financial implications

- 5.2 The report proposes to invest up to £1.04m (including Schools) in energy saving initiatives, funded from a combination of an interest free (Salix) loan and prudential borrowing. In each case, the initial investments made will be repaid over short periods of time from the savings made. Table 2 summarises the indicative investment values.
- 5.3 The Council will incur a cost of 2% (£0.02m) of the contract value for the support of Local Partnerships. This cost will be added to the contract. This will not only provide their experience and hands on support to prepare and evaluate bids, but it provides access to tender document templates to reduce the timescales and effort on behalf of the Council. This cost will be shared with other partners who may participate in the scheme, reducing the cost burden for the Council.
- 5.4 Where the energy efficiency measure meets the conditions attached to Salix, this funding stream will be used in the first instance, before utilising Council resource. Of the total £1m capital investment, it is estimated that 23% will be required for the Council owned and occupied buildings to generate savings of £0.03m pa. Over 70% of the capital investment will be through Salix, with prudential borrowing being used for the balance.
- 5.5 Schools will apply directly to Salix for loan financing, but the Council will have to act as guarantor (LEA schools). The Council acting as a guarantor is perceived to be low risk and the Re:Fit model transfers the risk to the ESCo contractor, who guarantees the financial savings. Schools will need to be able to create a direct debit mandate from their bank account for the Salix loan repayments. If they are not able to do this, they will not be able to apply for funding. Any additional funding required by schools can be secured through a loan from the Credit Union facility available to schools.

- 5.6 Approval of the recommendations in this report would result in the Council providing a commercial loan to Coombe Abbey Park Limited (CAPL) the company that operates Coombe Abbey Park Hotel, to meet the capital investment required for Re:Fit. The Council will generate a surplus on the loan financing provided. The commercial terms of the loan are still to be finalised and it is proposed that the final details are delegated to the Executive Director, Resources and the Council Solicitor. The costs associated with due diligence are to be added to the value of the loan.
- 5.7 It is proposed that the savings in energy costs and the margin on the loan be used to support the savings targets as part of the Commercialisation and Income Maximisation review set out in the 14/15 budget.
- 5.8 The recommendations specifically for the Council are being made because Cabinet is minded to recommend to Council to approve the level of prudential borrowing up to £0.37m and the related loan to CAPL , which is in addition to the current agreed capital programme. The amount of prudential borrowing is greater than the amount required for the Council's investment and the provision of loan financing, to take account of the potential costs that would be incurred as part of the due diligence process and fees to use the Re:Fit framework. Only capital funding required for the programme will be requested through prudential borrowing.
- 5.9 There are financial and reputational risks associated with the recommended option, but there would be risks with alternative actions as well.

5.10 Legal implications

- 5.11 The Council will use its general power of competence (GPOC) under section 1 the Localism Act 2011 (the Act). This is a very broad power and Section 1 states that:-
- I. A local authority has the power to do anything that individuals generally do. [The power] applies to things that an individual may do even though they are in nature, extend or otherwise:
 - II. Unlike anything the authority may do apart from subsection
 - III. Unlike anything that other public bodies may do.
- 5.12 Section 2 of the Act provides that where the GPOC is conferred on the authority to do something, it confers the power to do it in any way whatever, which includes the power to do it for, or otherwise than for the benefit of the authority, its area or persons resident or present in its area.
- 5.13 The limitations set out in Section 2 of the Act imposed on the GPOC do not apply to the loan to be made to CAPL and these are :
- I. If the exercise of the GPOC overlaps with a pre-commencement power, then GPOC is subject to the same restriction as that power,
 - II. GPOC does not allow the Council to do anything which it is unable to do because of a pre-commencement limitation,
 - III. GPOC does not enable the Council to do anything which it is unable to do because of a post commencement limitation which is expressed to apply to GPOC.
- 5.14 The power to the Council to borrow funding to support investment in this programme is contained in section 1 (b) Local Government Act 2003 which allows the Council to borrow money for the purposes of the prudent management of its financial affairs.

- 5.15 The Council has the vires, to demonstrate that taking all circumstances into account that this is a reasonable decision to be taken by the Council and in accordance with its fiduciary duty.
- 5.16 Under EU legislation the public sector cannot support commercial organisations in such a way that would be seen as disadvantaging EU competitors and distorting the market. This is referred to as state aid. A due diligence exercise will need to be undertaken to assess whether any proposed loan arrangement falls within the market economy investor principle, where the basis of any loan arrangement is on terms that a private operator acting under normal market conditions would provide, so as not to constitute State Aid or can otherwise be made in compliance with the State Aid Rules
- 5.17 The Council is in a unique position as a landlord and shareholder for CAPL, not just a private investor. This supports the decision for the Council to provide additional finance to CAPL, on the commercial terms as detailed in the report, with security against the assets of CAPL from the previous refinancing undertaken in November 2013. The Council's position is secured because it is the freehold reversioner of the hotel property, so it cannot lose control of the asset if proactive action is taken. The Council already has a first ranking debenture from CAPL including a legal charge over the lease between the Council and CAPL as security for the loan.
- 5.18 The Council will enter into individual and separate Memorandums of Understanding with the Coombe Abbey Park Hotel, all Academies and all Schools involved in the initial phase of the Project to regularise the relationship between the Parties and evidence the method of financing to be employed for and by each organisation engaged in the project moving forward.
- 5.19 In undertaking a procurement by way of the Refit Framework Contract from which the Council shall "call off" an energy performance contractor, the Council shall be following a lawful process that is fully compliant with EU Procurement Regulations 2006 (as amended) and the Council's Rules for Contract.

6 Other implications

6.1 How will this contribute to achievement of the Council's key objectives / corporate priorities (corporate plan/scorecard) / organisational blueprint / Local Area Agreement (or Coventry Sustainable Community Strategy)?

Retrofitting energy efficiency measures within Council buildings will reduce spends on energy and fuel. This contributes to delivering the Council Plan priority of reducing operating costs (low carbon).

A Re:Fit programme that includes public buildings owned by other organisations will contribute to reducing the spend on energy and fuel within the city, reduce carbon dioxide emissions and help tackle climate change.

6.2 How is risk being managed?

As part of the procurement documents, the Council will state the minimum outputs, as detailed in section 2.14, that are required as part of the project. If the contractors are not able to meet these requirements, no contract will be offered under this project. This will also mean any financing referred to as part of the report and project will not be provided.

Key risks associated with the proposal are in relation to the loan financing arrangements. The value of any finance provided to CAPL will be equal to the capital investment (plus

due diligence costs) required for the related buildings as part of Re:Fit. The guaranteed savings from the Re:Fit programme will be used to repay the loan to the Council. This will be covered as part of the legal agreements in relation to the provision of financing and a back to back agreement with the Re:Fit Contractor in relation to the use of savings. If the energy savings are not sufficient to meet the capital financing costs, then the organisation that the loan is provided to will have to use their existing resources to meet any gap in repayments.

6.3 What is the impact on the organisation?

Reducing spend on energy and fuel contributes to delivering the Council Plan priority of reducing operating costs (low carbon) and so will result in savings that can be used to support the Medium Term Financial strategy.

6.4 Equalities / EIA

An equality and consultation analysis was completed for the Coventry Re:Fit programme. This indicated that the programme has a neutral impact on equalities.

6.5 Implications for (or impact on) the environment

The estimated reduction in the Council's carbon footprint due to retrofitting tranche 1 Council buildings with energy efficiency measures is 180 CO₂ tonnes per annum.

A Re:Fit programme for Coventry led by the City Council demonstrates our commitment to becoming a 'resource efficient city and using energy wisely' as stated in the Climate Change Strategy for Coventry.

It will also contribute to maintaining the excellent performance in reducing carbon dioxide emissions of the City.

We will ask potential contractors about how much of the work they'd envisage could be carried out by local companies, which would not only reduce the impact on the environment, but will also support the local economy.

6.6 Implications for partner organisations?

The Energy Business Group of Coventry and Warwickshire Local Enterprise Partnership has been briefed on the Re:Fit model by Local Partnerships and has expressed a strong interest in adopting the Re:Fit model. Initially, this may involve public sector buildings across the county but there is also scope for buildings in the health, police and fire sectors to use the model. If approved, Coventry's experience with Re:Fit will be valuable in encouraging and assisting other partners across the county to join future schemes.

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Members: Councillor Maton	Business, Enterprise and Employment	-	06/10/14	06/10/14

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