

CABINET

21 May 2013

Title: Barking Riverside - Riverview Secondary School Infrastructure Front Funding	
Report of the Cabinet Members for Children's Services and Regeneration	
Part exempt - Appendices C and D contain information relating to the financial / business affairs of a particular company in the form of details of the proposed commercial terms and financial arrangement.	For Decision
Wards Affected: Thames	Key Decision: Yes
Report Author: Peter Remedios, Principal Regeneration Officer	Contact Details: Tel: 020 8227 3019 E-mail: peter.remedios@lbbd.gov.uk
Accountable Divisional Director: Jane Hargreaves Divisional Director of Education, and Jeremy Grint, Divisional Director of Regeneration	
Accountable Director: Graham Farrant, Chief Executive, and Helen Jenner, Corporate Director of Children's Services	
Summary: On 12 February 2013 (Minute 98), Cabinet agreed to act as the agent for the construction of the Riverview Free School Trust Secondary School on behalf of the Education Funding Agency. The terms of the funding will require the Council to deliver a new 10 FE secondary school with a minimum floor space of 13,188m ² for no more than £26m by September 2015. It is crucial that the numbers of additional secondary school places are provided by September 2015. In addition to this, a bid has been made for a special school to be accommodated on this site. These additional places are also critical to cope with the increasing need for Special School places. The school site is safeguarded in Barking Riverside within the s106 (planning) agreement. The land is to be made available for a peppercorn by Barking Riverside Limited (BRL is owned 51% by Bellway Homes and 49% by the Greater London Authority) however, there are a number of site preparation works such as cable diversions, groundworks and access required in order to make the site ready for occupation, without which the school could not be opened. Under the terms of the S106 agreement BRL is not obliged to provide a serviced site for the school until 1500 homes have been built and occupied. Currently, 228 homes have been built and occupied. A further 458 are under construction. It is unlikely that BRL will get to the 1500 figure before 2018. As a result BRL is unwilling to fund the site preparations. The following report sets out a proposal for the Council to seek agreement from the Greater London Authority (GLA) to front-fund up to £5.5m of site preparation works which would enable the early delivery of the new secondary and special school. The argument	

for GLA funding is strong however if an agreement is not forthcoming, it is proposed that the Council provides the front funding via a short term loan to BRL which does not financially disadvantage the Council. This report sets out the terms of the loan which would facilitate the delivery of new secondary school in advance of when it would otherwise become available, along with a new special school and primary school subject to funding being obtained.

Recommendations

The Cabinet is recommended to:

- (i) Authorise officers to liaise with the GLA in order to obtain funds to pay for the requisite works;
- (ii) Subject to no GLA funding being forthcoming, agree in principle to provide a short term loan of up to £5.5m to Barking Riverside Limited on the terms set out in this report, which do not financially disadvantage the Council; and
- (iii) Subject to no GLA funding being forthcoming, delegate authority to the Chief Executive, in consultation with the Head of Legal and Democratic Services and Divisional Director of Finance, to negotiate and conclude loan terms and complete the necessary legal agreements.

Reason(s)

In order to assist the Council to achieve its Community Priorities around the themes of being fair and respectful, healthy and where young people are inspired and successful.

1. Background

- 1.1 The Riverside Secondary School was established as a Foundation Trust School as a result of a School Competition held in 2010, in which the Council acted as Adjudicator. The first year's intake of four forms of entry (FE) or 120 students joined the school in September 2012. It currently shares premises with George Carey Church of England Primary School. By September 2013 the Riverside Secondary School will require new premises reflecting the increasing demand for school places and insufficient space available in existing schools. Due to the length of time it would take to build the permanent school, Cabinet agreed on 12 February 2013 (Minute 98) to develop the City Farm site as a temporary secondary school site until a purpose-built site alongside the new District Centre of Barking Riverside could be delivered. Upon relocation, the school building on the City Farm site would then be converted to a permanent, three FE Primary School with the opportunity to expand to five FE.
- 1.2 £26m of funding has been successfully awarded from the Government for the construction of a purpose-built Free School (Secondary) in Barking Riverside. This is made up of £21.5m for construction, £2.5m for furniture, fixtures and fittings (FFE) and £2m for Information and Communications Technology (ICT). The secondary school is intended to provide places for 10 FE or 1500 students and employ 180-190 staff. Following a request by Free School Trust, Cabinet agreed on 12 February 2013 (Minute 98) to manage the building project, subject to formal agreements being finalised between the Education Funding Agency (EFA), the Free

School Trust and the Council. There is an expectation for the new secondary school being open by September 2015, meaning that construction would have to start no later than December 2013.

- 1.3 The Free School Trustees for the Riverview Secondary School: the Partnership Learning Trust (which has the support of all Secondary School and Special School Head Teachers, as well as UEL, Barking and Dagenham FE college and local groups) and the Education Funding Agency (EFA) are in the process of finalising the Free School funding agreement and to be agreed by Summer 2013. In addition, the Partnership Learning Trust has made a Free School bid for an SEN School adjacent to and integrated with the secondary school. The bid is well advanced in the assessment process and it seems highly likely that it will succeed. This is in line with the Council's own former BSF plans.
- 1.4 The permanent school is to be located on land owned by Barking Riverside Limited (BRL), sitting adjacent to the new district centre (see plan at Appendix A). The site is safeguarded for educational purposes in the section 106 (planning) agreement between the Council and BRL. BRL are required to provide by the occupation of 1500 homes the site in a condition that is 'serviced' which means that the site is remediated and that site access, incoming services and outgoing connections to various utilities and surface water drainage are provided to the boundary of the site. Altogether these measures would allow the school and site to be ready for occupation once completed. However at this point in time only 228 units have been occupied and only 900 homes are currently expected to be complete by the end of 2015.
- 1.5 BRL have assessed the site and estimated that it would cost up to £5.5m in order to make the site ready for occupation. A schedule of the works is set out at Appendix C along with its associated plan at Appendix D (the documents are in the private and confidential section of the agenda). The enabling works include earthworks to create appropriate ground levels, flood mitigation measures, cable diversions, the delivery of construction and permanent access roads, foul sewer connections, electricity, water and telecoms connections and various ancillary works and fees.
- 1.6 Under the terms of this agreement, BRL is obliged to provide a 'serviced site', however, these obligations only become live when 1500 dwellings are built and sold which is likely to be at least 5 years time at present rates of building and selling. BRL is therefore not required to undertake these enabling works now since it will not have developed and sold the requisite number of dwellings to finance them, as envisaged under the section 106 Agreement. The availability of finance is contingent on the sales of homes. BRL is providing the site in advance of its obligations under the section 106 agreement and upon completion will grant a 999 years lease to the Council for a peppercorn on which the Council will in turn grant a 125 years sublease to the Free School Trust for a peppercorn in respect of the permanent school.

2 Proposal and Issues

- 2.1 In order to overcome this challenge and secure the EFA funding to build the school, it is proposed that the Council makes a short term loan to BRL of up to £5.5m to enable BRL to carry out its section 106 obligations and deliver the requisite site preparation works in advance of the date they would otherwise become due. The

terms of the loan will require BRL to repay the premium by 2018 or before the occupation of 1500 homes in Barking Riverside, whichever is sooner.

- 2.2 BRL have stated that they would not be willing to fund 'interest payments'. However, an additional payment should be sought from BRL which would be equivalent to the total savings from construction inflation by undertaking works 5 years in advance of when they would otherwise be due. This could be equivalent to £970k.
- 2.3 It is important to note that the enabling works could also facilitate the early delivery of two further schools as the site for the secondary school is also intended to house a new 3 FE primary free school (630 students and 170 staff) and a new 176 student Special School (176 staff) that is currently subject to an additional funding bid to the Government. Land for these additional schools is safeguarded in the section 106 (planning) agreement for the site.
- 2.4 A significant part of the Council's plan for schools is the provision of a Special School to be partnered with Trinity Special School in Dagenham. The cancellation of the Building Schools for the Future (BSF) meant that the proposed funding for this school was withdrawn. With lapse of time, there is an emerging shortfall of school places for special needs children, in line with the increase in the school population generally. In 2011/12 there were 137 children placed out of the borough in SEN schools. If all of these school places could be provided in the borough there could be a saving of £20k minimally per place excluding transport costs that is to say c£2.74m annually. With the increase in child population, this shortfall will become especially evident in September 2013. If no new provision is made the likely outcome would be further increases in high cost out of borough placements. These placements also present difficulties for local families. For this reason the Council has encouraged the Partnership Learning Trust to bid for a new Free School for Special Needs children, so that the necessary funding would be found. The bid is led by the Head Teacher of Trinity Special School. Trinity School has been rated twice as 'outstanding' by OfStEd. This application has been well received so far: a decision by the DfE is expected in May 2013. If successful, as seems likely, this will provide further urgency as well as an opportunity to make savings, to finding a funding solution to pay for the strategic infrastructure and environmental improvements in order make the site ready for this additional school.
- 2.5 Finding an alternative site for the schools is not feasible as there are no readily available sites in the Borough which would provide sufficient space for up to three new schools. Further, an alternative site would generally require purchase or leasing costs to the Council of up to £7m which has not been identified in the capital budget and would place the Government grant of £26m at risk. The inability to deliver this site for schools would mean the loss of primary and secondary school places for the Council against forecast need. There would be a continued short fall of special school places and high cost of out of borough placements
- 2.6 As previously stated, BRL is a joint venture vehicle consisting of Bellway and the Greater London Authority (GLA). Members should note that the Mayor of London has gone on record saying he would enable 10 Free Schools to be provided during his term in office. A letter has been sent to the Mayor requesting that the requisite funds be provided by the Mayor for the following reasons –

- The need for school places in London is extremely pressing and Barking and Dagenham in particular has seen a 50% increase in 0 – 4 year olds in the past ten years - the highest in England and Wales and we also have the highest percentage of residents aged 1-19 (at 31%);
- The Barking Riverside development offers an opportunity to deliver an already funded (£26m) Free secondary school by 2015 together with a Special Educational Needs school (currently in the final stage in the bidding process for a Free School) by 2016 and potentially (subject to a future Education Funding Agency bid) a further new Free primary school;
- This site is ideal, identified for a school and well positioned to deliver school places in a location where demand is going to increase;
- There are no costly land and property acquisition costs;
- The GLA holds a 49% stake so can strongly influence when BRL undertake such works;
- There are no viable alternative sites for such schools that are readily available in Barking and Dagenham;
- The GLA has sufficient funds to front-fund such infrastructure works and this could be recaptured from any cost savings expected from construction inflation increases expected if works were to be undertaken in the future;
- The Mayor clearly has stated commitments to supporting the delivery of free schools and has highlighted that he would be willing to offer up land and some of the property portfolio owned by the GLA to deliver new schools. As stated above, the land is provided for the schools at no cost as part of the S106 obligations for the development and has the benefit of a Government grant; and
- The GLA has a vested interest in the delivery of school places and the regeneration of Barking Riverside as part of the London Riverside Opportunity Area and this would support housing potential for Barking Riverside and London.

2.7 The school place shortage is reaching a tipping point and in order to satisfy the demand for school places and realise the regeneration potential for Barking Riverside and London, the early delivery of this site is crucial. The letter sent to the Mayor of London is attached as Appendix B which requests that the GLA reassess the role it can play in addressing this short term funding issue.

3. Options Appraisal

3.1. There are four options potentially available:

1. Do nothing;
2. Delay the project;
3. Find another site;
4. Make the loan.

3.2. These are explored further in the table below.

Option	Site factors	EFA funding	Quality of provision	Impact on school places
1. Do nothing	Secondary School would remain on the City farm site	Loss of or restrictions on funding; liability falls on the Council to provide a Secondary School and there would still be a need to provide special school places	The City Farm site could not accommodate 10 Forms of Entry , as well as an special school	Loss of primary and secondary school places against forecast need. There would be a continued short fall of special school places and high cost out of borough placements
2. Delay the project until 1500 homes are occupied and when BRL are required to fund	Secondary School would remain on City farm site though on a much smaller scale	Loss of or restrictions on funding; liability falls on the Council to provide a Secondary School an special school in borough would still be needed	The City Farm site could not accommodate 10 Forms of Entry , as well as a special school	Loss of primary and secondary school places against forecast need. There would be a continued short fall of special school places and high cost out of borough placements
3. Find another site	All other sites generally require purchase or leasing costs of up to £7m	Funding available for building would be severely restricted: EFA may question value for money; liability falls on the Council , and there would still be a need to provide special school places	Quality of provision would be low due to less funding available; fewer school places procured , and a special school would still need to be provided	Fewer secondary school places than planned; Loss of Primary School places as City Farm would not become available in 2015. There would be a continued short fall of special school places and high cost out of borough placements
4. Make the loan to facilitate proposed plans	The site would be delivered as planned for Barking Riverside City Farm	EFA funding would be secured. Reduction in liability for the Council and costs. A site would be available for the projected special school	Good quality facilities would be built, satisfying both mainstream and special school needs	School places would be available to meet anticipated need. There would be more special school places in borough and high cost out of borough placements would be lessened

3.3. The table shows that all other options other than making a short term loan results in loss of funds from the EFA to be applied to school places, and a concomitant increase in funding liability for the Local Authority (LA), either in terms of funding directly or indirectly in finding a replacement site delivering school places especially those for special school students. Nor can the school be funded from the EFA grant without compromising the ability deliver the pedagogical requirements of the school. On this analysis, the optimum solution is to make a loan to facilitate the provision of the Riverview School site.

4. **Consultation**

- 4.1. Consultation has taken place with Barking Riverside Limited, representatives of the LEP, members of Children's services, legal services and finance departments at the Council and the Education Funding Agency.

5. **Financial Implications**

Implications completed by: Martin Henwood, Deputy Chief Financial Officer

- 5.1. The key financial consideration in this report is that whilst funding has been secured from the government towards the build cost of the new school, it does not provide funding towards site acquisition or site preparation. In this case, the need for the Council to meet its statutory obligation of providing school places will be at risk of not being met.
- 5.2. The site acquisition is set out in the s106 (planning) agreement and BRL are required to provide the Council with a 999 year lease for a peppercorn. The acquisition is currently being finalised.
- 5.3. This report therefore deals only with the costs of site preparation. It was originally anticipated that these costs would be met by BRL as need arose. However, this is no longer the case for two reasons. Firstly, the continuing flat economy has delayed build and sales, pushing back the date when the requirement on BRL will need to be met. Secondly, the population increase has proven to be faster than originally anticipated so the need to provide additional school places has increased faster than anticipated as a result.
- 5.4. These factors have led to a situation where there is a need for the school in September 2015 but it is probable that BRL's requirement to provide a fully services site will not occur until 2018 at the earliest. Therefore the phasing, which was geared towards meeting the needs of the Council for school places at the same time as the wider development occurred, needs to be adjusted. There is a need for the works to occur now and funding for this change of circumstances to be determined.
- 5.5. The cost assumptions associated with the schedule of enabling works (up to £5.5m) were provided by Barking Riverside Limited (BRL). It would be reasonable to assume that the works incurred will be completed by end of July 2015. This assumes a start on site date for the school being December 2013, with site preparation works associated with the loan being able to commence as early as July 2013.
- 5.6. Given the strength of argument, it is anticipated that the front funding of the infrastructure will be made by the GLA.
- 5.7. If the GLA does not provide front funding, it would be possible for the Council to provide the funding at a commercial rate. The working assumption is that funding would be provided on production of invoices, and would be repaid in full by BRL on 1 April 2018 or on completion of the sale of the 1,500th property, whichever is earlier.

- 5.8. The indicative cost that would be borne by BRL relates to the cash flow cost, and at base rate (currently 0.5%) plus 3% p.a. this will be

	£
2013/14	96,000
2014/15	193,000
2015/16	193,000
2016/17	193,000
2017/18	193,000
Total cost	868,000

Note: the above assumes that base rate will remain unchanged during the period. It is currently the consensus view that base rate will increase towards the end of the period, but by how much and when is open to debate.

- 5.9 Deciding which interest rate to use is a matter of debate. The base rate plus 3% used above is considered a reasonable commercial rate in these circumstances. It is worth noting that these costs would be recouped by BRL avoiding any construction inflation (BCIS all in Tender price index) cost savings by undertaking works five years in advance of when they would otherwise become due. This cost is forecast by the relevant expert to be 17.7% between September 2013 to March 2018 - £970k. The gap between this and the £868k above would be narrowed by any increases in base rate during the period.
- 5.10 The total impact is therefore identified to be both a commercial loan, overcoming any potential state aid issues, and cost neutral for BRL if GLA decide not to support the front funding.

6. Legal Implications

Implications completed by: Assaf Chaudry, Major Projects Solicitor

- 6.1. There are essentially two elements to this commercial transaction. Firstly, whether or not the Council has the power to enter into such a transaction. Secondly, whether this commercial arrangement amounts to State Aid.
- 6.2. On the first question of the Council powers, the assumption is that the Council will fund this loan from its own resources rather than borrowing under the Local Government Act 2003. It is also noted that a substantial part of the consideration of extending this loan to BRL is to carry out the enabling works which would facilitate the early construction of the two further schools which, apart from serving the residents of the Borough, will also enable the Council to fulfil its educational functions. Finally that the loan is to be offered on a commercial basis and will be repayable to the Council by 2018. In the above circumstances the Council can, under section 1 of the Localism Act 2011, have the power to provide a commercial loan to BRL. Section 1 is the new "general power of competence" and it gives the Council the "power to do anything that individual generally may do". This provision seems to be sufficient to justify use of this power. However this power is subject to a power existing prior to the coming into effect of the 2011 Act.

6.3. On the second question of whether this commercial arrangement amounts to State Aid .This is slightly more complex question and requires some consideration of general principles of State Aid .The purpose of State aid regulation is in place to control direct and indirect aid given by Member States of the European Union to companies, under Article 107 of the Treaty on the Functioning of the European Union. To determine if an action constitutes state aid, the following four criteria must apply:

- It is granted by the State or through State resources;
- It favours certain undertakings or production of certain goods;
An undertaking is defined as an entity which is engaged in an economic activity. In turn an economic activity is an activity which involves the placing of goods and services in a given market. Arguably BRL are involved in an economic activity (BRL is owned 51% by Bellway Homes and 49% by the Greater London Authority) this has been set up purely with the view to regenerate the Barking Riverview site and in due course build housing on part of that site.
- It distorts or threatens to distort competition; this criterion is interpreted liberally and the guidance is that the potential to distort competition is sufficient to satisfy this criteria. If the loan that is being offered to BRL is on non commercial terms that is likely to strengthen BRL's position of the recipient relative to the other competitors in the housing market ;
- It affects trade between Member States. This element is interpreted by the Commission's very broadly – the guidance states” It is sufficient that a product or service is tradable between member states, even if the recipient of support does not itself export to other EU markets....”

6.4. In the light of the above, the Council can assume that the State Aid rules are likely to apply to this transaction. The Council then needs to consider if it can rely upon any exemptions available. One such exemption, the General Block Exemption Regulations (the GBER) may be available which will exempt the Council from the obligation to notify the Commission. However to rely upon such an exemption the terms of loans the Council provides must fulfil of the following conditions

- a) **The borrower is not in financial difficulty** – this should be easily established from the accounts.
- b) **The extent of the guarantee can be properly measured when it is granted. This means that the guarantee must be linked to a specific financial transaction, for a fixed maximum amount and limited in time** - as I understand it this transaction will be a formal loan which will contain provisions for the terms of return of the loan within a prescribed time. So this should be easily be satisfied.
- c) **The guarantee does not cover more than 80 % of the outstanding loan or other financial obligation; this limitation does not apply to guarantees covering debt securities** - The information below is the guidance from the commission itself:

The Commission considers that if a financial obligation is wholly covered by a State guarantee, the Lender has less incentive to properly assess, secure and minimise the risk arising from the lending operation, and in particular to properly assess the borrower's creditworthiness. Such risk assessment might, due to lack

of means, not always be taken over by the State guarantor. This lack of incentive to minimise the risk of non-repayment of the loan might encourage lenders to contract loans with a greater than normal commercial risk and could thus increase the amount of higher-risk guarantees in the State's portfolio.

In order to ensure that the lender effectively bears part of the risk, due attention must be given to the following two aspects:

- when the size of the loan or of the financial obligation decreases over time, for instance because the loan starts to be reimbursed, the guaranteed amount has to decrease proportionally, in such a way that at each moment in time the guarantee does not cover more than 80 % of the outstanding loan or financial obligation,
- Losses have to be sustained proportionally and in the same way by the lender and the guarantor. In the same manner, net recoveries (i.e. revenues excluding costs for claim handling) generated from the recuperation of the debt from the securities given by the borrower have to reduce proportionally the losses borne by the lender and the guarantor. First-loss guarantees, where losses are first attributed to the guarantor and only then to the lender, will be regarded as possibly involving aid.

If a Member State wishes to provide a guarantee above the 80 % threshold and claims that it does not constitute aid, it should duly substantiate the claim, for instance on the basis of the arrangement of the whole transaction, and notify it to the Commission so that the guarantee can be properly assessed with regards to its possible State aid character.

- d) A market-oriented price is paid for the guarantee** - As indicated under point (c), risk-carrying should normally be remunerated by an appropriate premium on the guaranteed or counter-guaranteed amount. When the price paid for the guarantee is at least as high as the corresponding guarantee premium benchmark that can be found on the financial markets, the guarantee does not contain aid. If no corresponding guarantee premium benchmark can be found on the financial markets, the total financial cost of the guaranteed loan, including the interest rate of the loan and the guarantee premium, has to be compared to the market price of a similar non-guaranteed loan.

If the Council wishes to ensure that the loan is given to BRL at commercial rates, it should use the methodology set out by the Commission below:
http://ec.europa.eu/comm/competition/state_aid/legislation/reference_rates.html

- 6.5. The Legal Practice should be consulted to assist with the preparation and completion of the necessary legal agreements.

7. Other Implications

- 7.1. **Risk Management** – There is the possibility that the construction of the school may not be complete by September 2015. However, preliminary agreement with the Education Funding Agency indicates that in the event that the school is not available, the students could remain on the City Farm Site (the temporary site) for a further year. However, if this occurred, there would be an equivalent delay to the provision of a new 3 FE Primary School on the City Farm site.

The risk for delivery of the new purpose built secondary school would rest with the Council and delivery may be managed by the Local Education Partnership (LEP). The LEP represent the potential partner for the development and discussions have been ongoing in order to reach a start on site date by no later than December 2013. Discussions with BRL have indicated that they would be able to deliver the strategic infrastructure works by September 2015, in anticipation of the schools completion and further discussions are required in order to determine whether the LEP or BRL would be most able to deliver the infrastructure works at the lowest cost.

The Council is also lobbying TFL and Network Rail in relation to the extension of the Gospel Oak rail line from Barking Town Centre to Barking Riverside. Early indication is that this line would run through the eastern portion of the site. This would effectively require the school site to be pushed slightly eastward. Nevertheless, discussions have been occurring with designers, BRL and TFL/Network Rail in order to confirm the route and any knock-on impacts of relocating the site to the east. BRL have indicated that the scope of infrastructure improvements would remain largely unaffected by any change to the school's site boundary though this cannot be fully assessed until the rail track routes and widths are confirmed, which is expected in May 2013.

- 7.2. **Contractual Issues** - In order to ensure that loan repayment is guaranteed and minimise the risk of non-repayment (i.e. if BRL goes bankrupt), the loan should be secured against land owned by BRL. It could also require a parent company guarantee meaning that Bellway Homes and the Greater London Authority would be party to the loan agreement. It is proposed that loan terms are delegated to the Chief Executive in consultation with the Head of Legal and Democratic Services and be completed in due course.

A development agreement and funding agreement with the EFA is currently being finalised in order for the Council to deliver the school. A building contract will need to be finalised between the Council and the preferred development partner. The agreement for the short term loan to deliver the works will need to identify who will be delivering the scope of enabling works and deadlines when they will be complete in order to meet the September 2015 school opening date. All these agreements will need to be linked. Other relevant issues are set out in 7.1

- 7.3. **Staffing Issues** - There are no direct implications but there will be new opportunities for employment and creating jobs as the school grows taking in additional pupils.
- 7.4. **Customer Impact** - The impact on customers should be positive in relation to the delivery of a significant amount of additional school places: see 7.12 below
- 7.5. **Safeguarding Children** - This proposal will indirectly enhance well being, lead to a reduction of inequalities, improve safeguarding, by providing a local school place for local parents and children
- 7.6. **Health Issues** - The proposals are likely to have an indirect positive impact on the health of children and families via the delivery of a site for new schools

7.7. **Property / Asset Issues** - There are no specific property issues related to the short term loan as it relates to land not owned by the Council. Though the Council will need to agree when and by whom the site preparation works are implemented should the loan be made in order to ensure the secondary school opening by September 2015. Discussions are ongoing between BRL and the Council's proposed development partner, the LEP in relation to the planning and implementation of such site preparation works.

Background Papers Used in the Preparation of the Report:

- Cabinet report and minutes "Riverside Secondary School: Temporary and Permanent School Sites" 12 February 2013

List of appendices:

- Appendix A – Site Plan
- Appendix B – Letter to the GLA
- Appendix C – Schedule of Enabling Works (private and confidential)
- Appendix D – Enabling Works Plan (private and confidential)