



Haringey Council

Report for:	Cabinet – 15 July 2014	Item Number:	
Title:	Fashion Enter – Fashion Technology Academy		
Report Authorised by:	Lyn Garner, Director of Regeneration, Planning and Development		
Lead Officer:	Patrick Jones, Economic Development Officer (Policy and Projects)		
Ward(s) affected:	Seven Sisters	Report for Key/Non Key Decisions:	

1. Describe the issue under consideration

- 1.1. The aim of Fashion Enter's Fashion Technology Academy (FTA) is to provide training and access to jobs in the growing fashion manufacturing sector and by doing so, build on Tottenham's existing sectoral strength in this area. The aim is to put Haringey on the regional and national map as a good location for fashion related businesses, to attract new employers and to create local jobs.
- 1.2. The FTA will be an extension of an existing Fashion Enter project, the Stitching Academy, providing a wider range of fashion related training at NVQ levels 1 & 2 not currently provided by the Stitching Academy and qualifications up to NVQ 3 & 4. Training will be provided in the entire manufacturing process of the Garment Life Cycle, equipping people with the skills to obtain employment in many different aspects of fashion manufacturing.
- 1.3. The project represents an increase of skills training delivery of over 300% from existing provision at the Stitching Academy. The Stitching Academy has seen 29% of successful participants progress into employment or Further Education. If this level is maintained with the FTA, then that equates to over 900 employment or further education outcomes. Even accepting that only a portion of the beneficiaries will be Haringey residents, and that those future employment and training opportunities will include a proportion outside Haringey, this has the potential to contribute significantly to the local economy.



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- 1.4. It is intended that the expansion of the Stitching Academy into the FTA is complemented by an expansion in the production line to support 50 new jobs within Fashion Enter. ASOS has already agreed in principle to supporting this expansion with an increase in contracts to support the business activity.
- 1.5. Haringey Council has a short period of time to capitalise on the growth in demand for manufacturing and it is well placed to do so. Haringey N4 is already well known as an area for garment production within London and the UK, giving the borough a good platform from which to build its own niche sector.
- 1.6. The principal input from the Council will be to secure and support the fit-out of the adjacent industrial unit – Unit 13, Crusader Estate – in order to facilitate the expansion to become the FTA. Unit 13 would be leased by the Council and sub-let to Fashion Enter.
- 1.7. The primary outputs from the project, as proposed in the business plan, will be as follows (all are additional to the existing provision through the Stitching Academy):
 - Capacity for up to 1,620 training places provided per year by year five
 - 2,872 completing NVQ 1 courses (80% completion rate) over 5 years
 - 450 completing NVQ 2 courses (100% completion rate) over 5 years
 - An additional capacity to create 20 apprenticeship placements in industry per year (70 in total per year) – supporting NVQ level 3 and 4 outcomes
- 1.8. The total gross proposed cost to the Council is £478,039 over the first three years (2014-17), rising to a total of £569,864 over the full five-year lifetime (2014-19). This comprises capital fit-out requirements along with revenue costs of rent plus service charge and insurance. By amortising the up-front capital element over the life of the project, carrying out some general works ahead of signing the sub-lease, and offsetting our costs with benefits in kind from Fashion Enter the Council's contribution is within prescribed state aid limits.

2. Cabinet Member introduction

- 2.1. Outcome 3 of the Corporate Plan 2013-15, Opportunities for all: a successful place for everyone, sets out the priority for the Council to drive economic growth in which everyone can participate and deliver regeneration at priority locations across the Borough.
- 2.2. Supporting the Fashion Technology Academy contributes to these priorities. This is a project that will provide extensive skills training opportunities in a sector, fashion and textiles, that is thriving in Haringey and particularly in Manor House and Tottenham with a large cluster of businesses present in that sector. Establishing a centre of excellence for training in this area will help to consolidate its reputation.
- 2.3. An important conclusion in the Peter Brett study, which reinforces the findings of the From Around Here study, is that Haringey performs well in producing [what



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NESTA call] creative originals – the output of designer/makers and the associated supply chain. This is consistent with the “Made in Tottenham” concept, and Council support should consider schemes promoting designer/makers. This is local production element is explored further in paragraphs 5.31 to 5.34.

2.4. The Council has recently published a Strategic Regeneration Framework to drive the major regeneration programme for Tottenham. The Fashion Technology Academy is the kind of strategic employment programme that the Council needs to support in order to deliver on this strategy, and on the ambitions in the emerging Growth White Paper; it supports skills development, business growth and inward investment by attracting high profile investors of the calibre of ASOS.

3. Recommendations

That Cabinet:

- 3.1. Endorses the project proposal and agrees to take a five year lease on unit 13 at the Crusader Estate.
- 3.2. Agrees to carry out improvements under landlord’s responsibilities to achieve statutory compliance at the costs highlighted in paragraph 5.19.
- 3.3. Agrees to sub-let unit 13 to Fashion Enter for a period of 5 years to run the Fashion Technology Academy at a tapering subsidised rent as highlighted in paragraph 5.20.
- 3.4. Agrees the balance of funding required of £539,864 to be allocated to the project from council reserves.

4. Alternative options considered

- 4.1. As the Fashion Technical Academy will benefit London’s wider economy, and provide opportunities to people from outside Haringey, there is a case for sharing the cost of public subsidy with other authorities or agencies. However, given the particular benefits to Haringey of consolidating the fashion cluster in this area, plus the lack of alternative options which could deliver funding in the immediate term, it is on balance considered appropriate that Haringey Council should consider meeting the full public subsidy requirement at this stage in the Academy’s development. In the longer term, the Council will actively work with Fashion Enter to identify and exploit other sources of external support which could reduce the burden on Haringey, and to develop a long-term business plan that will allow Academy to become as self-sufficient as possible.
- 4.2. There are no other options which would achieve the same outcomes; the only other option is for the Council not to support the development of the Fashion Technical Academy at all, or to reduce its funding contribution (which would effectively have the same result). However, the Council’s emerging strategy for economic growth



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(and the evidence on which it is based) is clear that many residents in the borough - and particularly in Tottenham - suffer from multiple barriers to employment and low rates of attainment, and that investment and intervention by the Council (beyond existing statutory provision) is necessary and appropriate to address this issue. And while the Council has not formally adopted an up-to-date economic development strategy, this project and the outcomes it delivers are consistent with the Council's emerging policy and priorities in this area.

5. Background information

- 5.1. Fashion Enter Ltd is an award winning social enterprise business, focused on the development of fashion related skills and work programmes, but allied to substantial commercial output with contracts with leading brands ASOS, M&S and Jaeger. This builds on a history of fashion and textiles manufacture in Tottenham where, in the early 1800s, lace and silk manufacturing activity flourished. More recently niche and artisan businesses have started to operate in the area including: Kashket and Partners, producers of ceremonial garments, headwear and uniform accoutrements for armies; Rosamanda Pleaters, a family-run business specialising in paper and fabric pleating and providing pleating, shirring and smocking services for the fashion industry; and GINA shoes, a designer, maker and retailer of luxury women's footwear and bags which was previously based in Dalston and moved to Tottenham in 2011 to expanded, contemporary premises. GINA is the last British designer label making luxury footwear in London today.
- 5.2. During the last seven years Fashion Enter has built a business that is self-sustaining with a turnover approaching £2m for 2013/14. It is based on the Crusader Industrial Estate near Finsbury Park and employs over 50 local people as machinists, cutters, pressers, designers and production managers and a small management team that includes professional tutors with industry experience.
- 5.3. In July 2013 a Stitching Academy was opened in collaboration with ASOS as a means of addressing fashion manufacturing skill shortages and building fashion manufacturing capacity in the U.K. Although the Stitching Academy has not yet completed its first year it is attracting a great deal of interest from the industry and so far 68 people have enrolled, 50 have completed acquiring an NVQ qualification, 18 are still on the course and 10 have acquired jobs or apprenticeships with Fashion Enter, Marks & Spencer's and a range of other employers. The remainder have either set up their own business or moved into further education.
- 5.4. The drive for UK garment manufacturing is growing with major brands such as ASOS and Marks & Spencer adopting policies to increase the amount of garments manufactured in the U.K to 40% of output. Today, only 180,000 people are employed within fashion and textiles related manufacturing activities in the UK, which is estimated to be worth £6.3bn to the UK economy. There is an opportunity to significantly increase this.



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- 5.5. Significant clusters of manufacturers are in the North West employing almost 32,000 people, 27,000 in the East Midlands, Yorkshire and the Humber has 24,000 jobs and 18,500 London. Through our own survey of local manufacturing in Tottenham, the From Around Here study, we estimate that there 527 jobs in fashion manufacturing including wholesale, retail and supply chain manufacture across 40 businesses. This figure does not include Fashion Enter or Florentia Clothing Village because they were not in the survey area – an estimated additional 200 jobs. Therefore a total estimate of 727 jobs in the fashion and textiles sector.
- 5.6. Reviewing ONS data through the BRES (Business Register and Employment Survey), which is the national dataset for employment by industry, the following trends are highlighted. In Haringey, employment in fashion and textiles manufacturing increased from approx 800 in 2009 to 900 in 2012. An increase of 15%. Compared to England – a 9% decrease – and London – 13% decrease in the same period.
- 5.7. The global appetite for British manufactured and designed goods is continuing to rise. In the past five years, the value of annual UK fashion and textile exports has risen by 37% from £7bn in 2007 to £9.6bn in 2012.

Progress made

- 5.8. The FTA project has been developed in partnership between the Council, Fashion Enter and ASOS. Fashion Enter are receiving in-kind support through Corporate Social Responsibility programmes from Sophie Hodges, a Finance Manager at Unilever, and Dan Sherfield, formerly of Ernst & Young who has joined Fashion Enter following a secondment through the Social Business Trust.
- 5.9. An update on progress against leasing the property, finance and state aid issues are set out in paragraphs 5.10 through 5.29 of this report.

Property – leasing of Unit 13 Crusader Estate, 167 Hermitage Road

- 5.10. Heads of terms have been agreed with the landlord (Legal & General Property Partners) through their agents, Glenny LLP. Principal terms are a 5 year lease with no right to renew (i.e. offered outside the protection of the Landlord and Tenant Act 1954) and a 6 month rent free period.
- 5.11. Annual rent in the Heads of Terms has been agreed at £8.50 sqft, a total of £60,154 per annum. There is an additional service charge of £12,360 (2014 price) and insurance premium of £1442.24.
- 5.12. Business Rates for Unit 13 are £31,124 for 2014/15. It is anticipated that Fashion Enter would be eligible for discretionary rate relief at 80%. This would reduce the business rates to £6,224.80 for 2014/15. The discretionary rate relief policy is to be reviewed beyond March 2015.



- 5.13. The units at Crusader Estate are typically provided as a shell for adaptation by tenants. The current tenants of Unit 13 operate with half of the building covered by a mezzanine floor with partitioned rooms on ground and first floor level. Fashion Enter have expressed an interest in retaining the mezzanine and floor plan in order to save costs and because it is compatible with operational needs. The Council's own surveyors from Building Control conducted an initial condition survey in order to assess whether the structure is safe to take on as an asset.
- 5.14. Quantity Surveyors Sweett (UK) Ltd were appointed by the Council to carry out initial cost estimates to aid with budget setting. The brief was to provide a full list of works that could be carried out to adapt the unit and overhaul existing mechanical and electrical fittings. This has influenced the fit-out costs in the budget.

Finance and state-aid

- 5.15. The provision of assistance in securing premises and the provision of these in accordance with the proposal outlined in this report would constitute state aid. In the absence of a defined general block exemption, the current advice is to structure the assistance provided within De Minimis state aid. These limits apply to any aid received from any public source by the beneficiary which must not in total exceed €200,000 over a rolling three financial year period. Exchange rates obviously fluctuate daily, for the purposes of this project the rate in British Pounds is assumed to be approximately £162,000 which is based on an online currency converter value (as at 3 June 2014).
- 5.16. The three financial year rolling period is assumed to run for the following period - 1st April 2014 to 31st March 2017. A second three year rolling period is then assumed to run from 1st April 2017 to 31st March 2020.
- 5.17. An annual review of expenditure will be undertaken over the proposed five year life of the project (i.e. two sets of rolling 3 financial year periods) to ensure that the €200K figure for EU De Minimis State Aid is not exceeded.
- 5.18. Our priority is to ensure that the premises are secured and have committed to supporting the FTA with the rental costs and business rates. This has to be achieved within the envelope of De Minimis state aid. Additionally the Council will undertake a necessary level of repairs and refurbishments of the premises prior to sub-letting to Fashion Enter, bringing the building up to statutory compliance. This will be carried out under landlord's responsibilities and is not intended to be included in the state aid calculation.
- 5.19. A schedule for this work is estimated at £189,147, consisting of repairs to floors, structures and mechanical and engineering services in the building. Corporate Property will engage Facilities Management to price and order this work as part of the process of taking the head lease. Final costs are to be determined.



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During this period the Council will incur rent and rates liabilities to the value of £5,007.

5.20. Fashion Enter have proposed to take the lease of unit 13 on a tapering rent and rates subsidy from 1st November 2014. The level of subsidy is at 100% in the first year, 75% in year 2 and at 50% for the remaining 3 years of the lease. This is a total subsidy of £247,710 over the five years of the lease, to be borne by the Council (see table 1). The subsidy levels correlate to supporting Fashion Enter's cashflow projections in establishing the curriculum and teaching resources.

Table 1 – premises costs and proposed subsidy levels.

Total lease costs £'000	Period 1 (tax years)			Period 2 (tax years)		
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
Rent	15	60	60	60	60	15
Service Charge	6	12	12	12	12	3
Rates @ 80% DRR	3	6	6	6	6	2
Insurance	1	1	1	1	1	0
Total cost	25	80	80	80	80	20
Amount to be funded by LBH						
Rent	100%	94%	69%	50%	50%	50%
Service Charge	100%	94%	69%	50%	50%	50%
Rates @ 80%	100%	94%	69%	50%	50%	50%
Insurance	100%	100%	100%	100%	100%	100%
Costs to Fashion Enter						
£'000						
Rent	0	4	19	30	30	8
Service Charge	0	1	4	6	6	2
Rates @ 80% DRR	0	0	2	3	3	1
Insurance	0	0	0	0	0	0
Total cost	0	5	25	39	39	10
Opening State Aid Funding	161	136	61	161	120	80
State Aid utilised	(25)	(75)	(56)	(41)	(41)	(10)
Closing State Aid Funding	136	61	5	120	80	69

5.21. The fashion brand ASOS are a delivery partner and it is proposed that they support the fit out costs. ASOS will fund the fit-out of general and communal spaces, provide fixtures and fittings and IT equipment to the project through their Corporate Responsibility Programme. This is currently valued at £151,000.

5.22. Additionally Fashion Enter are trying to secure additional funding and assess what resources of their own, including in-kind contributions that could be offset against state aid calculations. Fashion Enter propose to offer the following valued services in kind to Haringey:



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- Recruitment & networking days to showcase the job opportunities within the fashion industry for the residents of Haringey (one per 12 month period) = £4,950 per annum
- Workshops and seminars for young designers (four per 12 month period) = £6,000
- Job fairs (please see Appendix C) involving industry leading fashion retailers, designers and manufacturers (one per 12 month period) = £9,950 per annum
- School engagement projects and activities (6 half days of programmed engagement and structured project activities with local secondary schools) = £3,000 per annum
- **Total in kind contribution from Fashion Enter = £23,900 per annum**

5.23. Over the three years the value of these in-kind services (£71,700) is proposed to be offset against the Council investment in the state aid calculation. Capital costs can be amortised over the lifetime of the five year project, and as such a maximum of £128k can be utilised to fund up-front capital development costs within state aid limits. Through amortization we account for the £128,000 over five years at £25,600 per year. See table 3.

5.24. Fashion Enter need to carry out capital works to fit-out the premises to their specification e.g. accessibility lift, training rooms, decoration and internal alterations. The cost for this is estimated at £189,000 and is currently underfunded. This could partially be met by additional capital under state aid, but also needs to be subject to value engineering and reduced scope.

5.25. Table 2 sets out the full funding request from Fashion Enter to the Council. £30,000 is already agreed as part of the Tottenham Regeneration Budget; this should be sufficient for year 1 revenue costs. An additional £539,000 would be required for the full five years and £448,000 in the first three years. (Table 3).

Table 2 – Total estimated project costs to LBH	Period 1 Apr 14/Mar 17	Period 2 Apr 17/Mar 20	Total
Grant for premises costs (State Aid)	£155,885	£91,825	£247,710
Grant for capital fit-out (before amortization) (State Aid)	£128,000		£128,000
Premises costs prior to sub letting (non State Aid)	£5,007		£5,007
Statutory Compliance capital works (landlord's responsibilities) (non State Aid)	£189,147		£189,147
	£478,039	£91,825	£569,864

Table 3 – State Aid calculation	Period 1 Apr 14/Mar 17	Period 2 Apr 17/Mar 20	Total
Grant for premises costs (State Aid)	£155,885	£91,825	£247,710
Grant for capital fit-out (amortized)	£76,800	£51,200	£128,000



(State Aid)			
In-kind Fashion Enter services to Haringey	-£71,700		-£71,700
Total State aid (de minimis threshold approx £162,000)	£160,985	£143,025	

Issues

- 5.26. Our state aid calculations indicate that the costs of subsidising Fashion Enter will need to be contained within the De Minimis provisions .
- 5.27. The NNDR team have advised us that policy for discretionary rate relief will be reviewed for the financial year 2015/16 and beyond. Therefore we are only able to confirm that 80% relief can be applied in this financial year. This is a risk to financial planning.

Risks

- 5.28. The lease term – 5 years outside of the 1954 Act – is a significant risk to security of tenure and sustainability of our investment. We cannot be confident that after March 2019 we or Fashion Enter will be able to secure a new lease at Units 13 and 14. It may be necessary to plan an alternative site strategy for the FTA after the end of tenure at Crusader Estate. However, because of the strength of the Fashion and Textiles manufacturing in the area, such as at the nearby Florentia Clothing Village, our preference is to retain the operation in situ for the long term. To do so the Council will need to put robust protection on employment land in this area.
- 5.29. The proposal involves a dramatic increase in training opportunities compared to the numbers provided by the existing Stitching Academy. This is driven by the fact that, while the Stitching Academy has been a success, it only covers one stage of the garment life cycle. The proposed Fashion Technology Academy (FTA) will offer accredited qualifications supported and accredited by Creative Skillset and ABC awards that will reflect the entire operation of a factory.
- 5.30. The expansion is ambitious, but deliverable, and has been carefully planned based on a stepped approach. Based on market knowledge and existing demand for courses, Fashion Enter will open with four level 1 courses in January 2015, rising to six by the end of 2015 and to eight in 2016. Fashion Enter has prudently assumed demand of 33% of capacity in the first quarter and 40% for the remainder of 2015. It has also assumed that 20% of students enrolling will drop-out before completion, compared with 16% of students in the Stitching Academy to date.
- 5.31. It is therefore expect that 352 students will achieve level one qualification in the year of launch, rising to over 691 by 2019. Once the eight new level one courses are embedded, Fashion Enter will determine which courses are popular and applicable to a level two progression, and will look to launch two more level two courses in mid-2016 and train 120 students per year.



5.32. There is a further risk that Haringey residents are not able to take advantage of the opportunities created by the Council's proposed investment. To mitigate this, the Council has reached in-principle agreement with Fashion Enter that priority for these opportunities will go to Haringey residents; more work is underway to negotiate and formalise the precise terms of this priority arrangement and to ensure outcomes are monitored. Further, the Council's existing economic development programme – and in particular its work, with partners, in Tottenham – has a strong focus on preparing young people to take advantage of opportunities such as this; the opportunities at the Fashion Technical Academy will be fully integrated into this wider work.

Tottenham Fashion Cafe and Academy Outlet

5.33. The ambition for an associated High Street fashion outlet in Tottenham is not factored in to this business plan and needs to be initiated as a separate project. Fashion Enter providing leadership on this initiative could be linked to securing comprehensive funding for this project.

5.34. The Technical Academy will be based near to Finsbury Park, where they are already based and where there is an opportunity to extend the premises to accommodate the necessary expansion of the production line and teaching areas. Although this is still in Haringey it is not located in Tottenham where there is a concentration of unemployed people.

5.35. It is considered that if unemployed people in Tottenham are to be effectively targeted for training and jobs in the Fashion Academy and Fashion Enter, an outlet and learning platform is needed in a prominent location within the area. The "Technical Academy Outlet" will be based on a fusion of retail outlet and a modern internet cafe model.

5.36. It is intended that the outlet will inspire unemployed people and those seeking career development into better paid employment to:

- Take up opportunities for training and work within the sector, with the support of professional staff from Fashion Enter and other business support organisations.
- Provide a local learning platform for those who are reluctant or unable to travel out of the N17 postcode or who need assistance completing assignments.
- Provide a retail outlet for a "Designed in Tottenham" fashion brand that showcases garments designed and made at the Technical Academy.

5.37. Further work is being done to develop the concept and identify a location and resources to deliver the Fashion Cafe and Academy Outlet.

6. Comments of the Chief Finance Officer and financial implications



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6.1. The total cost to the Council of supporting this project for an initial 3 year period is £478,039. This is comprised;

£155,885 – Support to Fashion Enter in relation to subsidised rent, rates and service charge

£128,000 – to support capital fit-out costs by Fashion Enter

£5,007 – Cost of rates and rent prior to Fashion Enter taking on the sub-lease

£189,147 – Of repairs and maintenance to make the building fit for purpose.

6.2 There is an existing £30,000 allocated to this project within the Tottenham team budget and this would provide sufficient funding to meet the rent, rates and service charge costs in 2014/15.

6.3. The remaining expenditure of £448,039 is not currently budgeted for and therefore requires Cabinet to agree additional funding for this project to proceed. Of this amount, £189,147 for repairs and maintenance, £5,007 for rent and rates and £128,000 for capital will be required in 2014/15 and the remainder in later years. This could potentially be funded from the £2,000,000 of funding for jobs programme work currently held on the balance sheet, otherwise Cabinet would need to agree additional funding.

6.4. Subject to deduction of in-kind contributions, the spend in the first 3 years by the Council just falls under the maximum allowable under State Aid rules and therefore the Council will have little opportunity to increase its level of funding if the costs rise, for example if discretionary rate relief is not available.

6.5. Working is ongoing to review the Business Plan supplied by Fashion Enter to ensure it is robust and that the project does not expose the Council to an unacceptable level of risk.

7. Comments of the Assistant Director of Corporate Governance and legal implications

7.1. The Assistant Director of Corporate Governance has been consulted on the contents of this report and comments as follows.

7.2. The proposal to take a lease on the premises for a 5 year period is set out in the report. Any proposed change of use required to accommodate the proposed use may need the grant of planning permission and this report is without prejudice to any future decision of the Council as Local Planning Authority on any such planning application.

7.3. The terms of any lease for 5 years will need to be carefully examined.

7.4. The expenditure in the first 3 years by the Council exceeds the amount allowed for under State Aid rules for De Minimis aid and before proceeding with this project the Council will need to understand what the in-kind contributions are in order to



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determine whether these can be legitimately deducted from the De Minimis state aid calculation.

7.5. The assistance and other benefits funded by the Council and being provided under the above Project involves the provision of assistance to be structured under European Union rules that is characterised as “De Minimis Aid ” within the meaning of the European Commission’s De Minimis Aid Exemption Regulation 1998/2006.

7.6. The project will therefore need to be carefully monitored to ensure that the De Minimis Aid exemption limits are not exceeded and the arrangement with Fashion Enter should incorporate a requirement for a declaration on the value of assistance, grants or other benefits received by Fashion Enter (if any) in the last three (3) consecutive financial years from the Council or any other public body or public source. This arrangement should include an undertaking to inform the Council of any further assistance, grants or other benefits it receives from the Council or any other public body or public source in the future to enable it to monitor the De Minimis Aid.

8. Equalities and Community Cohesion Comments

8.1. The Fashion Technology Academy proposal supports the achievement of outcome 3 of the Council’s Corporate Plan 2013-15, Opportunities for all: a successful place for everyone. The project focuses on providing a broad range of entry level skills to improve the employability of residents. The project is targeted at people seeking employment or to achieve career development. The project will also be targeted towards residents in the most deprived wards in Tottenham. Through these actions this project will help tackle financial and social exclusion.

9. Head of Procurement Comments

9.1. Corporate Procurement have provided support to appoint a QS from the CRS framework to undertake initial cost estimates for budgeting. Any further capital expenditure in relation to this project will be through Facilities Management and Corporate Property Services to carry out works relating to statutory compliance.

9.2. Further refurbishment and fit-out will be procured by Fashion Enter and ASOS.

10. Policy Implication

10.1. As stated in 4.2 above, while the Council has not formally adopted an up-to-date economic development strategy, this project and the outcomes it delivers are consistent with the Council’s emerging policy and priorities in this area.

10.2. As stated in 4.1 above, it would in principle be possible to achieve greater value for money for the Council – and therefore would be preferable – to secure funding from other sources. This would not only reduce the burden of subsidy on



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Council, but would also spread the risk of the Academy failing before the end of the lease. However, it has not been possible to secure additional sources of funding and – given the timescales, and the priority the Council places on the project – this is not considered sufficient reason to withdraw or reduce Council funding and risk the project not proceeding.

11. Use of Appendices

n/a

12. Local Government (Access to Information) Act 1985

n/a