

Report for: Cabinet 9th March 2021

Title: New River Sport and Fitness Options Appraisal

Report

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Ward(s) affected: All

Report for Key/

Non-Key Decision: Key Decision

1. Describe the issue under consideration

- 1.1. On 5th October 2020, the Council agreed to buy back the New River Sport and Fitness ('New River') ground lease from Fusion Lifestyle (Fusion). The transfer back was completed on 30th October 2020. This allowed Fusion to move forward and obtain a government-backed coronavirus recovery grant.
- 1.2. To ensure New River reopened for users, the Council agreed a 12-month lease with Fusion on the existing terms but with a break clause after six months. Having agreed the 12-month lease, the Council commenced a review of the future management options. Six options were identified and evaluated. Two options met the Council's assessment criteria for further consideration. The two options included running New River directly and the reintegration of New River into the existing leisure management contract.
- 1.3. Both options have been evaluated and the details are set out later in this report. Whilst legally possible, the option to reintegrate New River into the leisure management contract would attract significant revenue implications over the next eleven years. This option would not afford the Council the direct control that it is seeking to shape the operation and social value outcomes in support of the Borough Plan. Reintegration would place all the Council's "eggs in one basket" in a period of considerable uncertainty for leisure providers.
- 1.4. The option to run New River directly has been investigated and a new business plan for the site developed. The development of the new business plan has identified a good base level of income and demand, with the potential to increase that income level through some additional key hirer and partnerships agreements. Cross-service internal discussion has identified significant additional social value opportunities to be delivered from New River in support of the Borough Plan Outcomes.
- 1.5. The Council's previous experience of direct management required a significant subsidy to keep the site open for residents. Whilst investment in New River has improved this position, financial risks remain. Financial performance and growth in income at New River will be heavily dependent on the prevailing COVID-19

restrictions that will be in place from August 2021 onwards. Whilst there is potential to operate New River on a breakeven basis, the Council would carry all financial risk under the 'Run Directly' option.

- 1.6. The Run Directly option attracts some one-off mobilisation and capital costs. These will need to be met from within the Council's agreed budget for 2021/22.
- 1.7. This report is recommending that the Council insources the management of New River Sport and Fitness in August 2021.

2. Cabinet Member Introduction

- 2.1. New River Sport and Fitness Centre is a significant Council asset, and it is pleasing that this report recommends the 'Run Directly' option.
- 2.2. The 'Run Directly' option not only represents the best value for the Council in financial terms it also affords the Council the opportunity to ensure that social value programming is central to its operation.
- 2.3. The borough's Physical Activity and Sport Strategy details the Council's vision 'to create and embed a culture of activity so that Haringey becomes one of the most physically active and healthy London boroughs.' Running New River directly gives the Council the control to utilise the centre to contribute significantly to this vision and achieve the priority aims detailed in the strategy for:
 - Active People
 - Active Place
 - Active Economy

3. Recommendations

- 3.1. That Cabinet:
 - 1) Approves the 'Run Directly' option outlined in paragraphs 6.15 to 6.46 of this report and establishes an in-house leisure management operation to manage New River Sport and Fitness.
 - 2) Delegates authority to the Assistant Director Direct Services to set the actual date of transfer, in consultation with the Cabinet Member for Climate Change, Equalities and Leisure.
 - 3) Agrees to vire £0.305m from the approved general fund capital programme contingency to fund the capital costs set out in paragraph 6.38.

4. Reasons for decision

- 4.1. Run Directly is the option that can best deliver the Council's objectives of implementing the new management arrangement within the 12 months of the short-term lease. This option will allow the Council direct control and ensure that the management and activity programme is closely aligned to the Borough Plan Outcomes.

- 4.2. The business plan projects that the Council should, under stable operating conditions, be able to operate New River on a break-even basis. Allowing for mobilisation costs and essential capital upgrades, the cost of this option is less than the reintegration option.
- 4.3. This option allows the Council to review its actual performance in 2-3 years' time and consider in a post-pandemic period if this remains the best option for the Council.

5. Alternative options considered

- 5.1. The Council set out to assess six options in line with its agreed insourcing policy. The following four options were ruled out as part of that assessment on the basis that they did not meet the high importance criteria set by the Council (see table at para 6.4):
 1. Sale of the site
 2. Leasing the site on similar terms
 3. Tender to a new provider
 4. Run via a local authority trading company
- 5.2. The options of Run Directly and reintegration with the existing leisure management contract are set out within this report.
- 5.3. The option to reintegrate New River within the existing leisure management contract is not being recommended for several reasons.
- 5.4. Firstly, the proposal from Fusion would require the Council to subsidise the cost of running New River by £399k over the next three years. This is more than the cost of the Council mobilising its own operation and making the business plan critical improvements identified in this report.
- 5.5. Secondly, running New River via Fusion would not afford the Council the direct control that it seeks to shape the operation and deliver both the commercial and social outcomes the Council believes are achievable.
- 5.6. Thirdly, reintegrating New River in to the leisure management contract would also place all the Council's "eggs in one basket" in a period of considerable uncertainty for the leisure providers.

6. Background information

- 6.1 The Council agreed in a Cabinet report about New River on the 28th August 2020 to consider six options for the future management of New River. These options were:
 1. Sale of the site
 2. Leasing the site on similar terms
 3. Reintegration with the existing leisure management contract
 4. Tender to a new provider

5. 'Run Directly'
6. Run via a local authority trading company

6.2 For a go / no go decision, the six options were evaluated against seven criteria.

1. Time – the Council, having taken a decision, will need to implement within the twelve-month lease. Therefore, can the option under consideration guarantee to be concluded within the 12-month timeframe? It should be noted that Fusion can also break the lease at six months by giving two months' prior notice.
2. Borough Plan Outcomes – to what extent does the option allow the Council to closely match the services offered with the Borough Plan Outcomes?
3. Level of control – how much control / influence will the Council have over the running of New River to ensure it delivers Borough Plan Outcomes for residents?
4. Risk – how much risk is there in implementing the option successfully?
5. Risk - the level of residual risk for the Council in terms of short-term cost and longer-term liability.
6. Cost – the cost to implement this option.
7. Cost - the longer-term cost implications for the Council.

6.3 The time, Borough Plan Outcomes and control are of higher importance and therefore weighted more heavily in determining which options to recommend. The summary table below is further colour-coded to reflect green as a positive benefit and red as a negative benefit.

6.4 A go / no go decision was assessed based on the higher importance criteria.

		Sale of the site	Leasing the site on similar terms	Reintegration with the existing leisure management contract	Tender to New Provider	Run Directly	Run via a Local Authority Trading Company
Higher Importance	Time	Long	Long	Short	Long	Short	Long
	Borough Plan Outcomes	Low	Low	Medium	Medium	High	High
	Control	Low	Low	Medium	Medium	High	Medium
Lower Importance	Short Term Risk	High	High	High	High	High	High
	Long Term Risk	Medium	Medium	Medium	Medium	Medium	Medium
	Implementation Cost	Low	Low	Low	Medium	High	High
	Longer Term Cost	Low	Low	Low	Medium	Medium	Medium
	Go / No Go Decision	Fail	Fail	Pass	Fail	Pass	Fail

6.5 Across all the options, anything that required establishing a new relationship posed significant risk in terms of the uncertainty in the market. Equally, the estimated times for marketing the site or procuring a new provider exceeded the

12-month period in which the Council needs to work. The option to run via a local authority trading company has merits but the governance on a single site operation would be top-heavy and overly onerous to offset any marginal benefits.

- 6.6 Based on the above assessment, the two options of reintegration within the leisure contract and running New River directly have been considered further. The two qualifying options have been scored against the enabling framework criterion. Scores are 0 = Low 4 = High, the three most important criteria have a double weighting leading to a maximum score of 8.

Enabling Framework Criteria	Weighting	Reintegration (0 – 4)	Run Dir ect ly (0 – 4)
Affordability and value for money	1	2	3
Performance and service quality	2	4	8
Capability	1	3	3
Organisational Capacity	1	2	3
Social and Environmental Values	2	4	8
Timing	2	8	8
Market conditions	1	1	3
Risk	1	2	3
Total Score		26/44	39/44
Percentage		59%	88.6%

Reintegration within the leisure management contract.

- 6.7 Prior to December 2012 when the Council last operated the site, the Council supported the running of the site with a subsidy of £479k per annum. Between December 2012 and July 2014, New River was managed as part of the wider leisure management contract and the subsidy reduced to £293k. In July 2014, the subsidy reduced to zero following the transfer under the lease arrangements. Since 2014, Fusion has made £5.2m worth of investment which was spent on the following enhancements:
- Upgrade of the existing 3G all-weather pitch
 - Creation of an FA-accredited 3G all-weather match pitch that is rugby compliant
 - Creation of 10 five-a-side 3G all-weather pitches
 - Creation of four indoor tennis courts
 - Repainting and relining the athletics track
 - A new gym and group exercise studio
 - Improved reception and changing areas
 - Refurbishments to the 'old' and 'new' pavilions and installation of a café

- 6.8 Overall, the Council would receive back a significantly improved site that operated prior to lockdown at an average surplus (last three years) of £245k.
- 6.9 Adding back New River into the leisure management contract alongside Tottenham Green, Park Road and Broadwater Farm would mean that New River Sport and Fitness would be managed in line with the provisions of the agreed leisure management contract.
- 6.10 Legal advice has been sought on this option. The Council's external legal advisors consider that the Council would have a strong legal basis for adding New River back into the contract and it would be compliant with procurement regulations. The legal advice is that such a variation to the existing contract would fall under Regulation 72 of the Public Contracts Regulations 2015. Regulation 72 provides a number of "safe harbours" and if the proposed variation falls under one of these grounds then the variation can be made lawfully. The Council would rely on the provisions of Reg 72(1)(e) and 72(8) to agree such a change to the contract. The Council will need to provide an audit trail setting out why the proposed variation would not have allowed for the participation of different suppliers or the selection of a different winning bidder.
- 6.11 Fusion have prepared costings for the Council that reflect Fusion's expectations of the future performance of the site and the requirements of the contract. This would include paying London Living Wage to all staff, operating the Council's standard concessionary pricing scheme, maintaining the facilities in line with the contract, and better aligning the service offer with the Borough Plan Outcomes.
- 6.12 If New River was added back into the leisure management contract, Fusion would take on all financial risk. Fusion have been cautious about the recovery of income, projecting that income will not return to pre-pandemic levels for ten years. Although projected income levels are some £250k above pre-lease levels, projected costs have also increased by £152k. Therefore, operating via the leisure management contract would require an average subsidy of £133k per annum over the next eleven years.
- 6.13 The key benefits of this option are:
- Full financial and liability risk transfer to Fusion.
 - No upfront costs to the Council or capital required.
 - Performance specification in place.
 - Target groups identified and requirement to grow usage year on year.
 - London Living Wage paid to all staff.
 - Mirror concessionary access provision at other sports and fitness centres.
- 6.14 The key drawbacks of this option are:
- It requires a significant revenue subsidy.
 - Any changes to service need to be negotiated, costed and agreed with Fusion.
 - Limited drive to achieve additional social value from the site.

- Fusion's offer includes no additional investment in the facilities or buildings.
- If Fusion fail, then the financial and liability risks return to the Council.

Run Directly

- 6.15 The option to run New River directly aligns best with the Council's goals of commencing the new operation within the timeframe available; ensuring the best possible alignment with the Borough Plan outcomes and being in control of how the site is used for the benefit of residents.
- 6.16 To be sustainable, the vision for New River must deliver a balance between generating commercial income and delivering inclusive social outcomes. Regular use by well-performing, high quality clubs and community sports leagues will be the bedrock of the success of New River. The Council can then overlay work with specific sections of the community to increase the inclusivity and range of activities on offer.
- 6.17 Given the uncertainty in the current leisure market, it was important to take a fresh look at the potential operating income and costs of the centre to be realistic about the current level of usage before proposing a new business plan for the site. Consultation has taken place with the existing site stakeholders and has helped to shape the proposals in the business plan. Wider consultation has taken place with potential users of the site. Colleagues across the Council have also suggested how the site might support their current work programmes.
- 6.18 A SWOT analysis has been completed and this is provided in Appendix (A).
- 6.19 Based on the SWOT analysis and the opportunities that exist at New River, a new vision for the site has been developed. The new vision can be stated as:

"The development of a sports club-based, high quality outdoor park offering individual and club sports development, training and playing facilities in the community for the community."

- 6.20 The plan will be underpinned by working to change people's behaviours; the creation of a strong, knowledgeable, and experienced workforce; new coaching programmes; a focus on developing trust between the operation and its partner clubs and their members; and investment in the site with new and relevant equipment and by partner clubs using their own resources to support and invest in the identified priorities and outcomes. The priorities will be supported by both the existing Sport and Physical Activity Strategy and the emerging Football Development Plan for the borough.

Programming

- 6.21 Programming of the site has been reviewed based on feedback from the current users. The key to the success in terms of both income generation and social value will be to establish a programme of activities at the venue to maximise throughput at affordable prices. The programme of activities will dictate the site

opening times. Therefore, the principles of the programme development will be as follows:

- Create an inclusive programme where everyone is welcome.
- Work with existing users to meet needs.
- Develop the programme to encompass the opportunities that have been created through the consultation process with current and prospective users.
- Continue to review the programme to identify facilities and times that can be utilised for commercial gain.
- Continue to review the programme to identify facilities and times that can be utilised for increased social value.
- As the programme develops and the availability of space diminishes, look to revise bookings times to maximise the usage of off-peak sessions to create availability for peak times.

Income Opportunities

- 6.22 Income at the site has been fully reviewed in terms of COVID-19 impacts. New income opportunities have been identified through consultation with current users and potential new hirers that could be attracted to the site. Since Fusion made its investments, it was able to generate an average income of £807k per annum. The revised business plan estimates a first full year income of £724k growing to a mature year potential of £961k by year 4.

Pricing

- 6.23 The intention is to set pricing broadly in line with the pricing across the other Council facilities but with slightly higher charges on outdoor pitch hire to reflect the better-quality pitches and changing facilities.
- 6.24 The proposed prices are set out together with comparative pricing for the 2020 Fusion pricing for New River Sport and Fitness. These and the prices for the other Fusion-operated sites within the borough are included in Appendix (B).
- 6.25 Concession pricing will be important to deliver the outcomes and priorities for the site. The Council will mirror the concessionary pricing scheme in place at the other Council leisure centres.

Staffing

- 6.26 There are four staff currently employed by Fusion and these staff will be subject to a TUPE transfer. The staff's terms and conditions will be harmonised with the Council terms and conditions, including London Living Wage.
- 6.27 The current staffing includes one part-time recreation attendant, two part-time duty team leaders and one full-time customer relations manager. It will be necessary to supplement the current staff with the introduction of a general manager, sports development manager, 1.8FTE recreation attendants and 0.3fte class instructors.

Assets

- 6.28 Fusion has provided an inventory of equipment and assets on the site and these will be transferred to the Council on the date of transfer for nil consideration. Fusion will also transfer the name “New River Sport and Fitness” and the copyright for the Council’s sole use.

Social Value

- 6.29 A key driver for the Council in buying back the lease and potentially running New River directly is the ability to use the resources of New River to provide additional benefits to residents beyond the core sporting opportunities.
- 6.30 Discussions have taken place internally across the Council to explore what these opportunities might look like. Areas of additional social value could include:
- Employment and skills opportunities – work experience, placements, apprenticeships, coaching and leadership qualifications.
 - Haringey Learning Partnership and other alternative education providers – opportunities for sport and physical activity, plus curriculum opportunities within the site’s operation.
 - Links with the new Autism Hub to provide sport and physical activity opportunities as well as opportunities to integrate with mainstream activities.
 - Hub for summer holiday activity programme
 - Afterschool activities in the key 3pm – 6pm time slot.
 - Complement and enhance the offer from Wood Green Youth Hub
 - Development of older persons’ activity including activities for those with dementia.
 - Real scope to ensure the new facility is inclusive to all and a positive place for people with additional needs to attend.
 - Opportunities for people to transition from supported activity to independence.
 - Opportunity to work with people on the CCG frailty pathway.
- 6.31 A goal of the new operation will be to maximise the underutilised time at the site with social value opportunities, where facilities can be offered for free or at reduced prices. Marginal costs such as coaching would need to be covered by others.

Financial Plan

- 6.32 The current and potential income for New River has been calculated at a rate of £724k rising to a mature year of £961k by year four. This starting year is below Fusion’s trading in 2019 and the mature year is above its best year of performance of £855k in 2017.
- 6.33 Officers believe there is potential to secure this level of income based on a review of current hirers, capacity within the programme and direct engagement with potential hirers who would be able to come on board as soon as the centres are reopened. However, the Council must not lose sight of the fact that

in, running New River directly, the Council is accepting all financial risk and that running the site directly has required a subsidy in the past.

6.34 The growth in income will come through:

- Securing one new regular football hirer (preferably a female club)
- Developing the football league offer in the five-a-side pens (a key function of the sports development manager)
- Securing a coaching agreement for the indoor and outdoor tennis courts
- Athletics – generating some modest income from increased use.
- Fitness – repositioning the gym as a functional and conditioning gym and building the membership base from its current low levels (210 members) to levels previously achieved by Fusion at around 700 members.

6.35 One of the key financial differences between the Council running the centre directly and Fusion running as a charity is the liability for national non-domestic rates (NNDR). The cost of NNDR annually at New River is £227k, 50% of its rateable value. At present, Fusion receives 80% mandatory relief, equating to £182k per annum. This cost is jointly funded by the Council and the government and therefore, although the full cost of the NNDR is included in the business plan, there is an allowance of £55k reflecting the cost already being met by the Council. Therefore, it's only the remaining £172k which is additional cost to the Council if it decides to run New River directly.

6.36 Costs for the management of the site have been calculated from a zero base to ensure there are no wrong assumptions. Figures have come directly from the Council e.g. utility and staffing costs or based on industry norms such as marketing at 2% of income. On average over the next five years, New River will cost £845k per annum to run.

6.37 Overall, it is projected that New River will make a small deficit in year one (to be absorbed within the overall service budget) and potentially produce a surplus in subsequent years. Any surplus income will be reinvested back into the facilities and activities at New River.

Year	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
Operating Period Ending	Mar-22	Mar-23	Feb-24	Feb-25	Feb-26
TOTAL INCOME	£724,180	£835,410	£938,687	£960,573	£961,806
	-	-	-	-	-
TOTAL STAFFING	£260,857	£260,857	£260,857	£260,857	£260,857
	-	-	-	-	-
TOTAL OPERATIONAL COSTS	£553,151	£581,875	£595,098	£598,245	£598,976
NET OPERATING POSITION	-£89,828	-£7,322	£82,732	£101,471	£101,973
Adjustment to Corporate Budgets for NNDR relief	£55,000	£55,000	£55,000	£55,000	£55,000

currently funded by the Council

Net impact on LBH	-	£137,73	£156,4	£156,97
Budget	£34,828	£47,678	2	71
				3

- 6.38 Although the costs for the Run Directly option have been carefully and diligently considered, the financial performance and growth in income at New River will be heavily dependent on the prevailing COVID-19 restrictions that will be in place from August 2021 onwards. Mobilising the new operation will incur some one off costs including, marketing, consultancy support and pre-opening staff costs of £65k. Capital costs of £305k will also be incurred to purchase a new IT system, reconfigure key parts of the site and the purchase on new gym equipment. See Appendix C for a breakdown of costs.

Lifecycle Capital Investment

- 6.39 Planned preventative maintenance and reactive repairs are costed into the revenue business plan. However, in addition to those recurring costs, the “assets” at New River will require regular refurbishment and renewal in line with good asset management practice. Poor quality deteriorating assets will quickly detract from the income-generating abilities of the site and will quickly lead to user dissatisfaction. In addition to the building assets, the sporting assets will also require renewal at set frequencies.
- 6.40 A breakdown of estimated capital investment is set out at Appendix (D) for indicative purposes only. During 2021/22, any urgent capital needs will be met through the agreed capital programme contingency fund. Beyond that, a review of sites capital requirements will be undertaken and a capital strategy for the site developed.

Implementation timeline

- 6.41 The implementation will commence on the 20th March 2021 following the expiry of the call-in period and be completed in August 2021.
- 6.42 A key driver for this timescale is purchase and establishment of the new IT systems. This will be achievable with a direct award of the Leisure Management IT system to Gladstone Ltd on a three-year contract with a total value of £65k - £75k.

Review Period

- 6.43 With any new operation, it is prudent and good management to build in a review point to ensure that outcomes are being achieved and financial imperatives met. There is significant uncertainty as to what lies ahead in the next 2-3 years as the country hopefully moves to a post-pandemic period. It is therefore recommended that the ‘Run Directly’ operation is reviewed after 2-3 years of full operation to evaluate against other options that may be available to the Council if the economic climate has improved.

7. Contribution to strategic outcomes

- 7.1. The consultation document identifies 'Outcomes' for 'People' and 'Place' as the main outcomes that will be supported by the strategy. These outcomes are:
- Outcome 5: Happy childhood: all children across the Borough will be happy and healthy as they grow up, feeling safe and secure in their family, networks and communities
 - Outcome 7: All adults are able to live healthy and fulfilling lives, with dignity, staying active and connected with their communities
 - Outcome 8: Strong communities where people look out for and care for one another
 - Outcome 9: A healthier, active and greener space.
 - Outcome 11: A culturally engaged place

8. Statutory Officers' comments

8.1. Finance

- 8.1.1. The substantive recommendation of this report seeks Cabinet approval for the insourcing of New River Sport and Fitness currently operated by Fusion
- 8.1.2. A full consultation exercise has been carried out considering all available options, 6 options were identified however only 2 of these met the Council criteria.
- 8.1.3. The evaluation has determined the most cost-effective option available at this time is to bring the service in house when the existing arrangement comes to an end.
- 8.1.4. The revenue mobilisation costs of £65k will be met from within the agreed revenue budget for 2021/22 and the capital costs of £305k will be met from the approved general fund capital programme contingency for 2021/22. The revenue cost of the one-off investment is budgeted for in the MTFS agreed by Council at its budget setting meeting of the 1st March 2021.
- 8.1.5. Recommendation 3 asks Cabinet to note that the operational environment will be heavily influenced by any on-going COVID-19 restrictions. The financial effect of this on the New River operations will be closely monitored and reported through the normal budget monitoring process and any necessary corrective action will be effected swiftly to minimise any adverse variances.

8.2. Procurement

- 8.2.1. Strategic Procurement notes the contents of this report and supports the recommendations proposed.
- 8.2.2. The current market conditions in this sector are very challenging at present. Attempting to procure a third-party provider to operate the facility would likely be extremely expensive as providers would seek to offset the financial risk brought about by the COVID-19 pandemic. This is assuming any potential bidders would come forward for a single facility in the current market.
- 8.2.3. Strategic Procurement confirms there are no procurement related regulatory constraints that would prevent the Council from accepting the recommendations made in this report.

8.3. Legal

- 8.3.1. The Head of Legal and Governance has been consulted in the preparation of the report.
- 8.3.2. The Council has the power under section 1 of the Localism Act 2011 to do anything that individuals generally may do.
- 8.3.3. The Council acquired the leasehold interest of the New River site back on 30 October 2020 with a short-term lease back to Fusion to allow it to continue operating the business whilst the Council decided the best option for the site going forward.
- 8.3.4. This report seeks authority for the Council to carry on operating the New River site for the same purpose that Fusion was operating it for. The business carried on by Fusion will transfer to the Council. As a result, the Transfer of Undertakings (Protection of Employment) regulations (TUPE) would apply to the four employees currently employed. They will on transfer become employees of the Council and their employment terms and conditions will transfer.
- 8.3.5. There are also a number of items of equipment and assets that will be transferred to the Council.
- 8.3.6. There are no legal procurement issues with the Run Directly option.
- 8.3.7. The Head of Legal and Governance sees no legal reasons preventing Cabinet from approving the recommendations in the report.

8.4. Equality

- 8.4.1. The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.
 - Advance equality of opportunity between people who share protected characteristics and people who do not.
 - Foster good relations between people who share those characteristics and people who do not.
- 8.4.2. The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.
- 8.4.3. The proposed decision is to approve the option to run New River Sports and Fitness directly and establish an inhouse leisure management operation in order to do so. The objective of the proposed decision is to ensure that the management, activity programme, and social value outcomes of the New River Sport and Fitness are closely aligned to the Borough Plan outcomes. The Borough Plan outcomes are designed to reduce inequality in Haringey, and so to the extent that this decision supports progress to be made towards the

outcomes noted at para.7.1 it may be considered a measure to advance equality of opportunity for residents who share the protected characteristics. In particular, the decision may be considered a measure to advance equality of opportunity to the extent that it enables those groups currently under-represented among participants in sport and leisure activities to participate in such activities locally.

- 8.4.4. It is notable that the option to run New River Sport and Fitness directly will enable the Council to realise social value by providing additional activities or services to residents beyond the core sporting opportunities, as noted at para.6.47. Such social value activities are likely to address known inequalities in Haringey affecting protected groups. The decision can therefore be seen as a step that enables the Council to take measures to eliminate discrimination and advance equality of opportunity.

9. Use of Appendices

Appendix A – Run Directly SWOT analysis

Appendix B – Core fees and charges

Appendix C – Mobilisation and Capital Set Up Costs

Appendix D – 15-year lifecycle costings

10. Local Government (Access to Information) Act 1985

N/A