


Report for:	Cabinet - 13 th November	Item Number:	
-------------	--	-----------------	--

Title:	Finsbury Park Track & Gym/Tennis Courts - Leasing
--------	---

Report Authorised by:	Lyn Garner – Director of Place and Sustainability 
-----------------------------	---

Lead Officer:	Andrea Keeble 020 8489 5712 andrea.keeble@haringey.gov.uk
---------------	---

Ward(s) affected: ALL	Report for Key Decision:
-----------------------	--------------------------

1. Describe the Issue Under Consideration

1.1 This report is seeking approval for the Council to enter into a long term lease with the Finsbury Park Sports Partnership Limited (the “Partnership”) for Finsbury Park Track & Gym and Tennis Courts in accordance with the decision taken on February 2011 ‘Leisure Future Directions Report’ and covers:

- Operational and Policy Background
- Consultation and the Finsbury Park Management Plan
- The informal tendering process and lease negotiations
- The Partnership and their business plan/ funding strategy
- Key milestones and risks

1.2 Cabinet approval is sought to enter into an ‘Agreement to Lease’ and Lease with the Partnership and delegate authority to the Head of Corporate Property in consultation with the Director of Place and

Sustainability, after consultation with the Cabinet Members for Communities and Finance and Sustainability to award a full lease once prerequisite milestones have been achieved.

2. Cabinet Member Introduction

2.1 Following our decision in February 2011 to lease Finsbury Park Track & Gym to local sports clubs/agencies, I am pleased to report progress on the leasing process and related consultation with a view to maintaining and enhancing the sports offer at Finsbury Park.

2.2 After an informal tender process which attracted 19 expressions of interest and 2 proposals there has been a period of negotiation with the preferred and best bidder. I can report that we are now in a position to move to a leasehold agreement with 'the Partnership' to manage and improve the sports facilities in Finsbury Park. Benefits ensuing from this will be:

- Provides security to enable 'the Partnership' to source and secure external funding
- Confirms longer term tenure security only at the point when external investment is secured
- Phased achievement of savings through staggered reduction in grant, with the full saving achieved by 2016/17
- Planned external investment of £1.3M
- Improved community and stakeholder involvement in service delivery
- Improved utilisation of assets and increased use and participation
- Transfer of a large degree of associated risk from the Council to the Partnership

2.3 Thus I am now recommending the award of an Agreement to Lease to the Finsbury Park Sports Partnership, and further recommend that on the achievement of the milestones as set out in this report, that the Director of Place & Sustainability and the Cabinet Member for Communities awards a full Lease to the Partnership.

3. Recommendations

3.1 Members are asked to:

3.1.1 Authorise the 'Agreement for Lease', subject to achievement of the milestones outlined in the report, and the Lease to the Finsbury Park

Sports Partnership Limited for both the Finsbury Park Track & Gym area and Tennis Courts, both of which form part of Finsbury Park and which are detailed on the demise and based on the Heads of Terms.

- 3.1.2 Delegate authority to the Head of Corporate Property in consultation with the Director of Place and Sustainability, after consultation with the Cabinet Members for Communities and Finance and Sustainability, to any variation to the Heads of Terms.
- 3.1.3 Authorise the grant as set out in paragraph 7.4.
- 3.1.4 Note the fallback position outlined in 4.6 if the Council is unable to award the full lease to the Partnership.
- 3.1.5 Endorse the investment proposals submitted by the Partnership subject to successful funding applications to a range of external funders.
- 3.1.6 Approve the amended opening hours and operation of the park.

4. Alternative options considered

- 4.1 The February 2011 Cabinet report considered the future direction of the leisure service delivery and the various options available. The option of leasing out Finsbury Park Track & Gym was approved.
- 4.2 Officers then advertised the leasehold opportunity in November 2011.
- 4.3 Subsequently during the informal tender process a query was raised about including the tennis courts within the tender package in order to improve prospects for financial sustainability. This was in line with successful Council practice at Albert Road Recreation Ground.
- 4.4 Two bids were received and evaluated. The Partnership bid was considered the strongest for a number of reasons:
 - The robustness of their proposal indicated that external funding stood a good chance of being obtained and that they could run a successful business while actively engaging the local community
 - In principle support from Sports National Governing Bodies (NGBs) and external funders
 - Provision and engagement of a wider range of sports and stakeholders

- Stronger evidence of local community engagement and support.

4.5 Officers of the Council have subsequently carried out negotiations with the Partnership regarding the Heads of Terms, development of their business plan and delivery timetable.

4.6 Whilst we are confident that the Partnership will achieve the milestones, there are a number of risks that they will need to overcome, and thus the fallback position would be to seek separate leasehold agreements for the individual sports facilities.

5 **Operational and Policy Background** (see Background Information Appendix A)

5.1 **Usage and Current Income**

Usage is low at Finsbury Park Track and Gym due to the nature and condition of the facility and this is reflected in the income generated at the site currently (around £18K per annum).

The tennis courts (7 full size and 2 mini) are busy throughout the year when the weather and light permit play. Usage is particularly intense during the summer months due to the excellent location of the courts and their current good condition.

No income is collected from the tennis courts, but initial research suggests that usage is such that an operator could be charged a rental of up to £20k per annum once there were floodlights and a pavilion in place to support a professionally managed operation.

5.2 **Facility Condition**

The condition of the track and gym facility is poor, and significant investment is required to support, in the first instance, the facility remaining open and in the medium/long term the usage and income levels required to aid a sustainable operation.

5.3 **Operational Costs**

The main cost to run the track and gym facility is staffing (£40k per annum). Other key costs are maintenance and utilities, with a total cost of £70k. Some of this is off set by the income of £18k - £20k

thus the net cost to the Council is £50k per annum. This sum is included in the wider Parks general operational budget.

The tennis courts cost around £1k per annum to operate; most of this small cost relates to net replacement and a small amount of staff time to pick up litter and sweep the courts. Additionally, one off repairs are occasionally required.

5.4 Policy

5.4.1 Sports Development and Community Engagement Considerations

In the Partnership's proposals to the Council they have submitted a well thought out Sports Development Plan for three of the Council's focus sports (football, tennis and athletics), and also for American Football, Multi Sports, Fitness Training and Rugby. Their proposals are also aligned to the relevant National Governing Bodies of Sport's 'whole sport' plans.

Additionally all the organisations involved in the Partnership, and specifically Access to Sport, play an important role regarding the provision of:

- Training opportunities
- Employment opportunities
- Volunteering opportunities
- Holiday activities for young people

Sport England's most recent strategy (2012 -17) 'A sporting habit for life' is seeking year on year increases in the proportion of people who play sport once a week for at least 30 minutes.

In particular there is an emphasis on increasing the percentage of 14 - 25 year olds playing sport once a week.

Haringey's most recent performance indicator for once a week sport participation is 34.5%.

Security of tenure for the Partnership and improved sports facilities at the park has the potential to deliver substantially on Sport England/Council policy, and deliver benefit back to the wider community in the form of better health outcomes and community cohesion.

5.4.2 Property

The leasing of the site will be on a commercial basis. Whilst some of the organisations involved with the Partnership are well established and would not fail due diligence checks; as a separate and new entity the Partnership has no track record.

Officers have sought to mitigate the risks inherent in granting a lease to an emerging organisation by adopting a two step process, whereby an Agreement to Lease is entered into first and the lease is only granted once all the milestones are achieved. These milestones are detailed in the Agreement for Lease and the Partnership will be allowed to occupy and run the two facilities on licence pending satisfaction of all the milestones. In this way the Council maintains full control before the lease is granted.

Milestones:

- Charitable status obtained
- £1.3 million of external funding achieved
- Planning Permission granted for proposed changes
- Works are carried out on the facility in line with the funding achieved (the lease to include this as a condition)

5.4.3 Planning

Significant facility improvements will arise from the granting of the lease. Planning permission will be required for some of the proposed works namely:

- Tennis court floodlights
- Carriageway lighting (probably from the track & gym facility to Manor House Gate and also a small amount from the tennis courts to Finsbury Gate – leaving the middle of the park in darkness)
- The recent consultation at the park about the proposed facility improvements found significant support for the lighting upgrades. All issues raised will be addressed through the planning application process.

The consultation exercise also explored with park users the proposal to increase park opening hours from the current essentially daylight only operation (note the Track and Gym does operate longer opening hours on some evenings) to 10pm every night. There was very strong support for this from the consultation process.

5.4.4 Staffing

The Council currently staffs the facility for approximately 80 hours per week (dependent on bookings) with the staff being engaged via 'the agency' arrangement.

Thus there are no TUPE issues involved in granting the lease to the Partnership.

Initially when the Partnership take occupation and prior to the improvement works the facility will be available for members of the clubs and block bookers/hirers only.

During this period the Partnership will rely on volunteer labour for club sessions, contractors for maintenance and paid staff for school sports day bookings and other hirers.

It is envisaged that post the improvement works additional staffing will be in place to provide a service both to club members and the general public.

The tennis area will be staffed with coaches and required administration employees once the pavilion works are completed.

6 Consultation and the Finsbury Park Management Plan

6.1 Between May 2012 and July 2012 the Council conducted a public consultation at Finsbury Park. The aim of the consultation was to explore:

- Public opinion on the principle of developing sports facilities within the park;
and
- Extending the opening hours to 10pm all year round (instead of the current closure at dusk)

6.2 Extending the opening hours of the park and improving facilities, would enable a new operator to operate the track and gym facility and the tennis courts in a manner which is financially viable.

- 404 responses received
- 95% supported the proposed improvements
- 78% supported extending the park's opening hours to 10pm either every night of the week or week nights only

- It should be noted that the Friends of Finsbury Park and Stroud Green Residents Association stated that until there are more details are available they could not endorse the proposals.

6.3 Flowing from the results of the consultation there will be a change to the Park’s Management Plan which will give confidence to a new operator to apply for capital funding and planning permission to carry out improvements to sports facilities in the park.

7. The Informal Tendering Process and Lease Negotiations

7.1 The opportunity was advertised in November 2011 and the process to evaluate and select a preferred tenant completed in February 2012.

7.2 The Partnership was identified as the preferred bidder and have since been registered as a company and will shortly be applying for charitable status.

7.3 A range of remedial and floodlight repair works at the facility have been/will be undertaken by the Council.

7.4 Negotiations have been ongoing with Finsbury Park Sports Partnership Limited and to date the following is proposed:

- The payment of a grant (sourced from the current £50k subsidy) to the Partnership in order to assist the Partnership for the first 3 years and 4 months of their operation and to assist them achieve the required milestones.

Year 1 (Dec 12 to March 13)	Year 2 (13-14)	Year 3 (14-15)	Year 4 (15 – 16)	Year 5 (16-17)
£10,000	£25,000	£22,500	£20,000	£0

- Head Of Terms for Agreement for Lease and Lease
- Milestones to be achieved before the granting of the full lease as set out earlier in the report.

7.5 Officers have researched tennis rentals achieved by other London boroughs and are confident that the Partnership will be able to achieve enough income from this source to assist their business viability.

7.6 There has been initial engagement with key funding agencies and it is apparent that there is support to fund improvements at Finsbury Park due to:

- The strategic importance of the facility for athletics in central London
- The transfer of the asset to a community organisation
- The excellent location of the park ensuring that with decent facilities the participant return that funding bodies require will have a very good chance of being achieved
- Related to this the importance of the facility to residents of three London boroughs.

8 The Partnership Business Plan/ Funding Strategy

8.1 The organisations involved with the Partnership are stakeholders at the facility:

- London Heathside Athletics Club
- London Blitz American Football Club
- Dynamic Sports Academy
- Access to Sport

8.2 The Partnership is a separate legal entity and was registered as a private limited company in May this year. The Articles for this entity are charitable with the Object:

'To promote for the benefit of the inhabitants of Finsbury Park and the surrounding area the provision of facilities for recreation or other leisure time occupation of individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interests of social welfare and with the object of improving the condition of life of the said inhabitants (Recreational Charities Act 1958)'

8.3 The Partnership will be applying for and achieving formal charity status by the 1st April 2013 and has received financial assistance (£10k) from London Marathon Trust and guidance and financial assistance (£1.5k) from Sport England to engage with the Council to transfer the asset to them. They propose to secure an independent chair from next April.

8.4 Their business plan outlines the following investment requirements:

- Refurbished track
- Refurbished infield
- Refurbished and reconfigured pavilion
- Tennis court floodlights
- Tennis court pavilion
- Carriageway lighting

The costs for the above works are estimated to be £1.3m.

8.5 The Plan also details in some depth the external funding bodies and funding streams that are hoped will fund these works, namely:

- Sport England (Improvement and Playing Fields Funds)
- London Marathon Charitable Trust
- Lawn Tennis Association
- A range of smaller funding bodies such as the Peter Harrison Foundation Trust

8.6 The Business Plan's revenue outlook for the first 5 years is to operate in a phased way; that is initially prior to the works being completed taking a cautious approach with a reliance on volunteer labour and minimal paid staff. This period will be used by the Partnership to build their credibility and focus most available finance on bid writing/securing funding. It is planned that income will increase moderately in the first few years and be self generated internally from the stakeholders, funding bids, council grant (to offset the predicted income shortfall), block bookings and tennis.

8.7 Once the works are completed the facilities will be more aggressively marketed to attract the high community levels of participation required to meet costs, funding body/NGB expectations and Council community benefit requirements. At this more mature stage Council subsidy ceases and income levels are conservatively estimated to be at a level to make a small surplus.

8.8 If the Partnership is able to make a more substantial surplus in the future their charitable status and their lease with the Council will ensure that this surplus is reinvested into the sports facilities at the park and programmed activities for the community.

9 Risks/mitigation and key milestones

9.1 Level of investment required:

- A trigger point of £1.3m of investment has been agreed between the parties prior to the lease being agreed. This figure is the investment required to carry out the improvement works to the track, pavilion and tennis courts.
- £200k of this figure represents the full amount required for the tennis investment which would be half from the LTA and half from a tennis operator that the Partnership will sub let the courts to.
- £500k represents the amount required to refurbish the track and the infield.
- £600k represents the amount to refurbish the pavilion.
- Should the Partnership fail to secure funding the Council can take the facility back.
- The lease will include a rent review clause should the facility prove to be successful and profitable.
- Sustainability will be reflected in the lease in terms of agreed outputs required from the tenant.
- Any building works will require consent from the Council. Monitoring arrangements will also be put in place.
- A risk register will be agreed with the Partnership and monitored by the Council

9.2 Potential Planning Issues:

- As already noted the consultation carried out indicates strong support for the improvements.
- Planning is required specifically around the tennis works and carriageway lighting.
- The tennis income is key to the business viability of the Partnership as athletics, training activities, pitch hire and gym use at the track and gym has not before and is not likely in the future generate sufficient income to fully offset costs.
- The carriageway lighting is important to ensure that the facilities are made safely available to the public during autumn and winter evenings.
- Possible objections to the tennis developments and carriageway lighting could be:
 - Privatisation of public space and therefore tennis no longer being free at the park
 - Green space being used for the tennis pavilion
 - Increased anti social behaviour at night in the park
 - Nature conservation concerns

- Mitigation regarding the above:
 - It is not against existing Council policy to apply charges for tennis in parks (note Albert Road Recreation Ground)
 - The active management of tennis at the park will ensure people can book a court
 - Tennis courses will be provided
 - The lease will provide for some free off peak use for schools and disadvantaged groups
 - Toilets will be provided close to the courts
 - Tennis participation in the park will increase, particularly by children, women/girls and more vulnerable people
 - The new pavilion will be a small building
 - Positive activities taking place in the park during the evening is likely to reduce anti social behaviour and increase feelings of safety
 - Nature conservation surveys will be carried out and any mitigation works required as a result of these surveys will be factored into the development.

9.3 Restricted Access Prior to Building Works

- During the Agreement to Lease stage and prior to works being completed, the gym and athletics track will have limited access linked to clubs and pre booked use.
- Informal consultation has been conducted with the casual users affected and interim access arrangements will be put in place for the small number of people affected.
- Once the works have been completed the Partnership's agreements with funding bodies and their Lease with the Council will require them to generate increasing levels of participation and thus their opening hours will need to increase to achieve this.
- It should be noted that usage and income information indicates that casual gym and casual athletics participation is extremely low at present.

9.4 Business Acumen of the Partnership

- As indicated there are good skills available within the Partnership. However there are inevitable tensions within the

Partnership as they learn to work together and think as a single entity.

- Sport England have to date played an extremely active role in assisting the Partnership deal with this and have indicated that further help will be forthcoming in the form of a bespoke workshop/s on Asset Transfer.
- Additionally it is hoped that an independent chair will bring valuable experience, gravitas and clear strategic thinking to the Partnership.
- Further to this England Athletics have made available around 3 days per month of staffing resources to assist.
- The Council has provided a small amount of funding to assist the Partnership with its first capital funding application to the Sport England Playing Fields Fund which needs to be completed by January 2013.
- The Partnership recognises the need for a paid employee and is committed to providing the initial funds for this post from a levy on each constituent organisation.

10 Milestones/Delivery Timetable

10.1 The timetable below details the work completed and the items still to be completed for the successful transfer of the facilities to the Partnership.

10.2 It should be noted that the full lease would be signed at stage 17 outlined below.

No	Actions	When	Notes
1	Legal entity formed	April 2012	Completed
2	Consult the public on park hours of opening & proposed sports facilities improvements	May – July 2012	Completed
3	Present Council with updated Management/Business Plan	September 2012	Completed
4	Sign off Partnership Business Plan	September 2012	Completed
5	Conclude discussions/agreement regarding HOT and Agreement to Lease	October 2012	Completed
6	Repair Floodlights (LBH)	October 2012	Completed
7	Repair /minor refurbishment of building (LBH)	November 2012	

8	Cabinet Report (seek approval for Agreement to Lease)	November 2012	
9	Apply for External funding	November 12 – July 13 (and beyond this if required)	
10	Transfer operation	December 2012	
11	Hours of Opening restricted	December 2012	
13	Partnership achieves charitable status	April 2013	
14	Partnership applies for planning permission and LTA funding (Floodlights and pavilion)	May 2013	
15	Tennis works	September 2013	
16	Report to Director and Lead Member re completion of milestones	January 2014	
17	If milestones achieved Lease signed	2014 - 2016	
18	Full transfer of facility once planning is achieved and funding secured	2014 - 2016	
19	Track & Gym refurbishment works commence	2014 - 2016	
20	Council subsidy ceases. If Partnership has failed to achieve milestones Council considers fallback position	March 2016	

11 Comments of the Chief Finance Officer and Financial Implications

- 11.1 The existing cost of running this facility is £50k per annum. Under the proposed arrangement this would fall to an average of £23k per annum for the first 3.3 years and to nil thereafter. This would therefore generate an average saving of £27k pa for the first 3.3 years and an ultimate saving of £50k pa thereafter and these will contribute towards the savings of £100k agreed as part of the 2011/12 budget process around leasing of parks facilities.
- 11.2 If milestones are not met and the lease does not proceed these savings will not be achieved.

- 11.3 If milestones are met then the Park will benefit from external investment that would otherwise need to have been funded from the Council's capital programme

12 Head of Legal Services and Legal Implications

- 12.1 The Council will be entering into an Agreement for Lease prior to granting the Lease to the Partnership. The Agreement is designed to ensure that the conditions set by the Council are met prior to the lease being granted. In this way it will be easier for the Council terminate if the conditions are not met.

- 12.2 The proposed lease is for a term of 25 years. This is a disposal on the part of the Council. The Council has the power to dispose but must obtain the best consideration that can reasonably be obtained (S123 of the Local Government Act 1972) otherwise Secretary of State Consent is required.

- 12.3 The subsidy set out in paragraph 7.4 is state aid within Article 107(1) of The Treaty on the Functioning of the European Union. As the amount of the grant is £77,500 (approximately EUR 96,800) this would fall within the De Minimis Regulation which sets the criteria and threshold below which Article 107(1) can be considered not to apply. The criteria is that the total aid granted to the Partnership must not exceed EUR 200,000.00 (£158,780.00) in any three fiscal years. Officers have been advised separately as to the administrative obligations imposed by the Regulation.

13 Equalities and Community Cohesion Comments

- 13.1 The Policy and Equalities Team have been consulted in the preparation of this report and comment that a full equalities impact assessment has been completed on the proposals outlined in the report. The results of the assessment show that they are likely to improve opportunities for participation in the use of the facilities by those groups that are currently under represented. On the whole, the assessment shows that the proposals will produce positive equalities impact.

14 Head of Corporate Property Services Comments

- 14.1 The Finsbury Park Track and Gym is an asset requiring substantial capital commitment. The approach adopted towards leasing the

building and site to the Finsbury Park Sports Partnership seeks to support a community based group in obtaining funding towards capital works that will bring the facility back to full use. The process of agreement for lease will help mitigate the risks in working with a recently formed partnership and allow the ability to work with them to obtain sufficient funding to take on a full repairing and insuring lease.

- 14.2 The lease will be in a commercial form and will need to include some checks on sustainability. This will include reviewing outputs, rent review and potential break clause if outputs are not being sustained.
- 14.3 It will be a condition within the lease that the lease is subject to the works being carried within a defined period.

15 Policy Implications

- 15.1 Overall Council policy is provided for in the approach outlined in this report:
- Reducing the cost of providing the service
 - A much greater focus on outcomes
 - Concentrating on what we provide rather than who provides it
 - Focussing more on the user rather than buildings and facilities
 - Increasing the involvement of the voluntary and community sector, and
 - Transferring some or all of the assets, demand and financial risks on to other parties
- 15.2 Current Property policy as it relates to community buildings is under review. However the process of agreement to lease is being put into place on a number of projects on the basis of mitigating risks in tying leases into projects requiring capital investment. The heads of terms reflect the Council's current policy on leases to community based groups.
- 15.3 The key outcomes of the Voluntary Sector Strategy are contributed to through the approach outlined these outcomes are:
- A commissioning and funding framework that is needs led and offers value for money
 - A strong voluntary sector infrastructure
 - An effective voluntary sector voice
 - People and their communities empowered to take control of their lives
 - Fairer access to assets and community spaces

16 Reasons for Decision

- 16.1 This decision is required to implement the approach agreed by Members at the February 2011 Cabinet meeting to lease out the facility to local clubs/agencies.
- 16.2 Public consultation completed indicates strong support for a change to park opening hours and improved sports facilities at Finsbury Park.
- 16.3 Risk in adopting this decision is mitigated by the two step approach incorporating the initial 'Agreement to Lease' phase.

17 Use of Appendices

Appendix A: Background Information

18 Local Government (Access to Information) Act 1985

- Sports and Leisure – Strategic Direction, Cabinet Report 8th February 2011.
- Finsbury Park Consultation Report
- Equalities Impact Assessment

Appendix A

Background Information Finsbury Park Track & Gym Cabinet Report

Operational and Policy Background

Usage

Finsbury Park Track & Gym usage is broadly as follows:

- London Heathside Athletics Club which has a membership of approximately 500 (100 juniors) of which 150 regularly train at the facility on Tuesdays and Thursdays. While the facility is the home for the club; as the track has no certification from England Athletics use of the track by the club for competitions is unavailable.
- London Blitz American Football Club which has 220 (70 junior) members. All home games are played at the facility but the club limits training on site to 'nurse' the infield due to its poor condition.
- Dynamic Sports Academy is a multi sports organisation working predominantly with young men and women aged under 25 years. The organisation focuses on the development of young people through the power of sport. They have a membership of 80 and train at the facility several days a week.
- Access to Sport, one of the Council's Approved Suppliers of Coaching Services, who run a wide range of sports development and training activities at the facility and elsewhere. Their average annual throughput at Finsbury Park is approximately 10,000 predominantly children and young people.
- Casual gym and track users – estimated throughput of approximately 13,000 per annum
- Around 20 to 25 schools who hire the facility for school sports days between May and August each year. Most of these schools are Islington and Hackney based.
- A small number of block bookers of the meeting room such as a Yoga organisation
- A small number of ad hoc hires of the meeting room, track and infield.

Facility Condition

- The condition of the track and gym facility is poor and significant investment is required to support in the first instance the facility remaining open and in the medium/long term the usage and income levels required to aid a sustainable operation.
- The Council carried out a Condition Survey in December 2007 of the pavilion only and this indicated that over 15 years £500,000 of works was required.
- The Partnership as part of their tender proposal submitted a Facility Appraisal (November 2011) which detailed £500K of works required to the pavilion and at a minimum £420K external works required including track and infield upgrades. These upgrades with a decent annual

maintenance regime would ensure the facilities would be fit for purpose and attractive to use for at least 25 years.

- Less expensive options were also detailed in their appraisal which would increase the life of the internal and external facilities for 10 years but the total cost of this would still be in the region of £500K.
- Regarding the tennis courts in 10 to 15 years the Council would need to find the funds to refurbish the courts (£200K) and within 5 years relining works would be required (£20K). The cost of installing floodlights and providing a small pavilion is estimated at £180K.

Sports Development

- The Council has a number of focus sports and written Sports Development Plans for:
 - Football
 - Netball
 - Athletics
 - Aquatics
 - Tennis
- The sports facilities and clubs at Finsbury Park play a significant role in the work towards achieving the outcomes detailed in the football, tennis and athletics plans. As well as American Football, Multi Sports, Fitness Training and Rugby. These outcomes include:
 - Increasing participation/membership
 - Improving coaching/workforce numbers and quality
 - Improving facilities
 - Improving participants skill levels
- Comparison information relating to once a week sports participation is detailed in the table below:

Once a week participation in Sport	APS3 (2007)	APS 4	APS 5	APS 5-6
Pro- Active North London Area				
Haringey	33.9%	36.5%	35.1%	34.5%
Barnet	35.5%	35.3%	34.8%	33.3%
Enfield	34.5%	28.3%	31.4%	31.3%
Waltham Forest	33.9%	31.7%	35.7%	33.9%

