

|   |
|---|
| <p><b><u>MEETING</u></b></p> <p><b>ENVIRONMENT COMMITTEE</b></p>                                      |
| <p><b><u>DATE AND TIME</u></b></p> <p><b>THURSDAY 13TH JANUARY, 2022</b></p> <p><b>AT 7.00 PM</b></p> |
| <p><b><u>VENUE</u></b></p> <p><b>Hendon Town Hall</b></p>   |

Dear Councillors,

Please find enclosed additional papers relating to the following items for the above meeting which were not available at the time of collation of the agenda.

| Item No | Title of Report                                  | Pages  |
|---------|--|--------|
| 10      | REVIEW OF TENNIS COURTS IN PARKS AND OPEN SPACES | 3 - 18 |

Tracy Scollin Tel 020 83592315 [tracy.scollin@barnet.gov.uk](mailto:tracy.scollin@barnet.gov.uk)

This page is intentionally left blank



## Environment Committee

### 13 January 2022

|                                |  |
|--------------------------------|--|
| <b>Title</b>                   | <b>Review of Tennis Courts in Parks and Open Spaces</b>  |
| <b>Report of</b>               | Chairman of Environment Committee  |
| <b>Wards</b>                   | All wards  |
| <b>Status</b>                  | Public   |
| <b>Urgent</b>                  | No   |
| <b>Key</b>                     | No   |
| <b>Enclosures</b>              | Appendix 1 – Barnet Tennis Court Locations   |
| <b>Officer Contact Details</b> | Cassie Bridger: Assistant Director: Greenspaces and Leisure<br>020 8359 2308: <a href="mailto:Cassie.Bridger@barnet.gov.uk">Cassie.Bridger@barnet.gov.uk</a><br>Matthew Gunyon: Greenspaces Service Manager<br>020 8359 7403: <a href="mailto:Matthew.Gunyon@barnet.gov.uk">Matthew.Gunyon@barnet.gov.uk</a> |

## Summary

The Councils Playing Pitch Strategy (2017) provides a robust future action plan for sports facilities in Barnet, which includes tennis. The strategy recommendations were based on analysis of existing infrastructure, provision across the Borough and identification of the needs and demands for the Council to support new development and a changing population.

There are currently 58 tennis courts located across the Borough, which operate on a bookable, free to use and pay and play basis. The only location which operates a pay and play model is Hendon Park and this historical arrangement was managed via an agreement with the onsite café operator. This has typically generated circa £2,000 income per annum via tennis court bookings per year.

In 2020/21 the Council engaged further with the Lawn Tennis Association (LTA) to explore opportunities in which tennis across the borough could be enhanced, protected and developed. This included appraising the condition of each tennis court location, provision

available and the various types of management models (including but not limited to in-house delivery, community club and third-party operator) in place.

As a result, from September 2020 – September 2021 the council ran two pilots, one directly delivered in house by the Council and the other via a third party. The pilot took place over four parks (Edgwarebury Park, Hendon Park, Montrose Playing Fields and Victoria Park) for the booking and management of tennis courts in parks. These sites were determined on a range of factors which included existing demand, latent demand, existing models currently in place and recent capital investments.

This report sets out the findings of the two pilots and recommends a future management model for the whole portfolio.

The Committee is requested to consider the information within this report and to approve the proposal for a split offering across all parks and open spaces providing for an in-house managed Free to Play and Pay and Play tennis offer across all parks and open spaces courts.

## **Officers Recommendations**

- 1. That the Environment Committee agrees to the implementation of the proposed free to play and pay and play in house model for tennis courts in parks and open space as outlined in this report**
- 2. Environment Committee note that if any further updates to the pricing schedule are required which include but are not limited to; Individual Court Prices, Season Passes, Membership Packages, Promotional Offers this is agreed in consultation with the Committee Chairman.**
- 3. That the Environment Committee agrees to implement a tennis court membership system in place of block bookings from April 2023.**
- 4. That the Environment Committee approves to the creation of a ringfenced reserve utilising income received from pay and play tennis courts to aid with future refurbishment costs.**
- 5. That the Environment Committee delegates authority to the Executive Director for Environment to procure works and services contracts as required for the implementation of the project.**
- 6. That the Environment Committee delegates authority to the Executive Director for Environment to apply for and accept external funding to aid in the implementation of the project.**

## **1. WHY THIS REPORT IS NEEDED**

- 1.1 In 2016, the Council adopted its Parks and Open Spaces Strategy (POSS), which identifies key themes for improvement and investment within Barnet's parks. This covers a range of benefits, including improved personal fitness for the Borough's residents and ensuring better facilities within Barnet's parks.
- 1.2 Barnet has 58 public tennis courts over 22 parks locations (excluding Victoria Recreation Ground which is managed as part of the New Barnet Leisure Centre). Each location is varied in quality and condition, further detailed analysis for each site can be found within the Council's Playing Pitch Strategy.
- 1.3 Prior to delivering the pilot, Hendon Park was the only site in the borough where a pay and play model was in operation, with fees and charges set through the council's annual business planning process.
- 1.4 Historically charges were levied at Oak Hill Park and Victoria Park however due to a request from the operator at Oak Hill Park and due to changes in the café tenant at Victoria Park charging was ceased at these locations. Although block bookings were arranged and paid for at Victoria Park, these were booked directly through the Greenspaces Team.

## **2. Tennis Pilot September 2020-September 2021**

- 2.1 In September 2020 the council launched a pilot project to test two operating models for public tennis courts.
  - An in-house model using a bookings system provided by The Lawn Tennis Association (LTA),
  - And an outsourced model working with a third-party operator.

Both models provided a pay to play and a free to play offer as set out in table 1 below. The pilot enabled a 1 hr session, with the booking covering the reservation of the court only, individual equipment was not provided.

- 2.2 The charges applied to both Victoria Park and Hendon Park are below the existing approved Council Fees and Charges this was to encourage all ages and abilities and reviewed to align with benchmarked facilities. The pricing schedule also includes a concessionary rate for Over 60yrs and Under 16yrs, which is approximately a 50% reduction. The concessionary rate is proposed to remain and is considered important to supporting increased participation.
- 2.3 It is proposed that upon implementation, if any further updates to the pricing schedule are required including but not limited to; Season Passes, Membership Packages, Promotional Offers this is agreed in consultation with the Committee Chairman. This will include reviewing payment options available to residents, which is currently directed via online bookings only.
- 2.4 Prior to the implementation of the two pilots the Greenspaces Team engaged with other boroughs to consider other management models. The majority of other boroughs either operated an in house or outsourced model. Some boroughs outsourced their

operations to their leisure provider. The two models taken forward to the pilot phase offered the highest income generating potential.

**Table 1 – Tennis Pilot Sites**

|                                       | <b>Victoria Park</b>  | <b>Montrose Playing Fields</b>    | <b>Hendon Park</b>  | <b>Edgwarebury Park</b>             |
|---------------------------------------|---|-----------------------------------|---|-------------------------------------|
| <b>Ward</b>                           | Woodhouse   | Burnt Oak                         | West Hendon   | Edgware                             |
| <b>Courts &amp; gates</b>             | 5 courts serviced by 3 gates  | 2 courts serviced by 1 gate       | 6 courts serviced by 3 gates  | 3 courts serviced by 2 gates        |
| <b>Condition</b>                      | New courts and fencing  | New courts and fencing            | Reasonable condition  | Good condition                      |
| <b>Booking &amp; charging history</b> | Charges used to apply but had been suspended in recent years                        | No fees charged in recent history | Fees & charges in place prior to the pilot  | No fees charged in recent history   |
| <b>To be operated by</b>              | LBB supported by LTA's Rally app  | LBB supported by LTA's Rally app  | Premier Tennis third party operator   | Premier Tennis third party operator |
| <b>Locks installed by</b>             | LTA – LBB to arrange supporting infrastructure                                      | No locks required                 | Operator, at cost to LBB  | No locks required                   |
| <b>Fees &amp; charges</b>             | £7 and £3.60 (concessionary) per court per hour in line with approved Fee & Charges | Free to play                      | £7 and £3.60 (concessionary) per court per hour in line with approved Fee & Charges | Free to play                        |
| <b>Income arrangements</b>            | Net income retained by LBB  | No income                         | Profit share with the operator  | No profit to share                  |

2.5 Table 2 below sets out the performance of the two pilots

**Table 2 – Performance data September 2020-September 2021**

|  | <b>Victoria Park<br/>5 Courts</b> | <b>Montrose<br/>Playing Fields<br/>2 Courts</b> | <b>Hendon Park<br/>6 Courts</b>   | <b>Edgwarebury<br/>Park<br/>2 Courts</b> |
|--|-----------------------------------|---|---|--|
| <b>Total number of bookings</b>          | 6,713                             | 4,387   | 4,914   | 5,440                                    |
| <b>% Utilisation</b>                     | 43%                               | 75%   | 25%   | 75%                                      |
| <b>Gross income</b>                      | £35,211.20                        | N/A   | Revenue costs generated by the third-party operator are commercially sensitive. | N/A                                      |
| <b>Net income</b>                        | £32,691.47                        | N/A   | £15,597.15  | N/A                                      |
| <b>Projected Net income <sup>1</sup></b> | £13,129.88                        | N/A   | £7,877.81 <sup>2</sup>  | N/A                                      |
| <b>Difference</b>                        | £19,561.60                        | N/A   | £7,719.34   | N/A                                      |

1 - Projections based on information supplied by LTA.

2 - Projections adjusted to mirror LBB's share of income.

2.5.1 The pilots launched after restrictions related to tennis were lifted from the first COVID Lockdown of 2020 however there were two further lockdowns during November 2020 and January 2021 which required the closure of the courts which affected approximately two months of play and bookings.

2.6 Tables 3.1 & 3.2 below sets out the capital and revenue costs associated with setting up and running the pilot

**Table 3.1 – Victoria Park Capital and Revenue Costs**

|   | <b>LBB<br/>Capital</b> | <b>LBB<br/>Revenue</b> | <b>Externally<br/>funded</b> |
|---|------------------------|------------------------|------------------------------|
| <b>X3 Access gate</b>                     | Nil                    | Nil                    | £16,700.00                   |
| <b>Installation of Electricity supply</b> | £3,295.00              | Nil                    | Nil                          |
| <b>Annual costs for gate operations</b>   | Nil                    | £1,033.40              | Nil                          |

**Table 3.2 – Hendon Park Capital and Revenue Costs**

|   | <b>LBB<br/>Capital</b> | <b>LBB<br/>Revenue</b> | <b>Externally<br/>funded</b> |
|---|------------------------|------------------------|------------------------------|
| <b>X3 Access gate</b>                     | Nil                    | £4,500 <sup>3</sup>    | Nil                          |
| <b>Installation of Electricity supply</b> | Nil                    | Nil                    | Nil                          |
| <b>Annual costs for gate operations</b>   | Nil                    | Nil                    | Nil                          |

3 - Costs offset by income received from operator

2.6.1 There were no capital or revenue costs associated with either Montrose Playing Fields or Edgwarebury Park.

## 2.7 Options appraisals

All sites within the pilot performed well and as outlined in Table 2 income targets for the pay to play sites were overachieved.

### 2.7.1 Operating models

2.7.1.1 The below tables consider the Strengths Weaknesses Opportunities and Threats associated with the two operating models and a do-nothing option.

**Table 4.1 – Operating Model – Do Nothing**

|                           | <b>Do Nothing<br/>Return to the previous system of free to play with no bookings system.</b>  | <b>Score</b> |
|---------------------------|---|--------------|
| <b>Strengths (+5)</b>     | <ul style="list-style-type: none"> <li>This approach would remove any barriers to users being able to book online.</li> </ul>   | 2            |
| <b>Weaknesses (-5)</b>    | <ul style="list-style-type: none"> <li>The council would not be able to gather any usage data that could be used to apply for improvement grants.</li> <li>The council would not be able to gather any income that could be used to offset the cost of maintenance and future improvements.</li> <li>Users would not be able to book and safeguard their slot and may have to wait extended periods of time for a court to become available.</li> </ul> | -5           |
| <b>Opportunities (+5)</b> | <ul style="list-style-type: none"> <li>None</li> </ul>  | 0            |
| <b>Threats (-5)</b>       | <ul style="list-style-type: none"> <li>The council would have to pay back the LTA gate grant associated with Victoria Park.</li> <li>There would be no system to manage and control unlicensed coaches from taking over court.</li> </ul>   | -4           |
| <b>Final Score</b>        |   | <b>-7</b>    |

**Table 4.2 – Operating Model – In House Model**

|                           | <b>In house model<br/>Continue with the LTA bookings portal and seek to increase the number of paid for sites across the borough</b>  | <b>Score</b> |
|---------------------------|---|--------------|
| <b>Strengths (+5)</b>     | <ul style="list-style-type: none"> <li>This approach would allow for continued gathering of usage data that could be used to evidence need when applying for external funding.</li> <li>The income generated would be used to offset the cost of the management and maintenance of the borough's parks and open spaces.</li> <li>The council would not have to repay the LTA gate grant associated with Victoria Park.</li> <li>A single management and bookings system across all sites would avoid any confusion to residents and users.</li> </ul> | 5            |
| <b>Weaknesses (-5)</b>    | <ul style="list-style-type: none"> <li>There would be an increased administration burden placed upon the Greenspaces Service to manage and maintain the bookings system and in dealing with issues or complaints.</li> <li>The council would need to invest its own capital monies in order to ensure courts are of a high quality.</li> </ul>  | -1           |
| <b>Opportunities (+5)</b> | <ul style="list-style-type: none"> <li>Other boroughs marketed their courts to secure a single coach operator for each site location securing additional revenue and ensuring a quality of provision and programming.</li> <li>A proportion of the income could be placed into a reserve each year to create a ringfenced reserve that would be used to resurface courts</li> </ul>   | 4            |



|                     |  |          |
|---------------------|--|----------|
|                     | <p>as and when is required to maintain the quality of service and continued usage.</p> <ul style="list-style-type: none"> <li>• The Greenspaces Team has a capital allocation within the capital programme that could fund any improvements required.</li> <li>• The LTA has indicated that the council could apply to their access gate grant again for any other sites it wished to bring forward with access controls.</li> </ul> |          |
| <b>Threats (-5)</b> | <ul style="list-style-type: none"> <li>• None</li> </ul>   | 0        |
| <b>Final Score</b>  |  | <b>8</b> |

**Table 4.3 – Operating Model – Third Party Operator Model**

|                           | <b>Third party operator model<br/>Procure a single operator to manage and operate all of the parks tennis courts</b>   | <b>Score</b> |
|---------------------------|--|--------------|
| <b>Strengths (+5)</b>     | <ul style="list-style-type: none"> <li>• This approach would allow for continued gathering of usage data.</li> <li>• The income generated would be used to offset the cost of the management and maintenance of the borough's parks and open spaces.</li> <li>• There would no increased administration burden as all enquiries would be managed by the operator.</li> <li>• A single management and bookings system across all sites would avoid any confusion to residents and users.</li> </ul> | 5            |
| <b>Weaknesses (-5)</b>    | <ul style="list-style-type: none"> <li>• The council would receive a reduced level of income which would be affected by any capital investment the operator would need to include in the contract.</li> </ul>  | -1           |
| <b>Opportunities (+5)</b> | <ul style="list-style-type: none"> <li>• The operator could be commissioned to provide coaching and tennis courses to provide a quality tennis offer to residents and users.</li> </ul>  | 3            |
| <b>Threats (-5)</b>       | <ul style="list-style-type: none"> <li>• The council would have to pay back the LTA gate grant associated with Victoria Park.</li> </ul>   | -2           |
| <b>Final Score</b>        |  | <b>5</b>     |

2.7.1.2 In review the three options above the Greenspaces Team would recommend the In-House option utilising the LTA's booking system.

### 2.7.2 Block Bookings for Victoria Park

2.7.2.1 Victoria park has a number of historic block bookings for tennis which are booked through the Greenspaces back-office team.

2.7.2.2 The system was originally put in place in order to allow groups to pre book courts however the bookings system provides users with a self-service option although the users are concerned over protecting their use.

2.7.2.3 The Greenspaces Team received some complaints about how this system is unfair to other users wishing play tennis especially at the weekends and other peak usage periods.

2.7.2.4 The below tables consider the Strengths Weaknesses Opportunities and Threats associated options related to block bookings of courts.

**Table 5.1 – Block Booking Options – Do Nothing**

|                           | <b>Do-nothing</b><br>Maintain the status quo and continue with the current block booking system   | <b>Score</b> |
|---------------------------|---|--------------|
| <b>Strengths (+5)</b>     | <ul style="list-style-type: none"> <li>It safeguards the existing user's usage of the courts.</li> </ul>  | 2            |
| <b>Weaknesses (-5)</b>    | <ul style="list-style-type: none"> <li>The block bookings remove a number courts from pay and play bookings at peak times.</li> <li>The existing block bookings are given preferential treatment to the rest of the parks users which could be considered unfair to other users.</li> </ul> | -3           |
| <b>Opportunities (+5)</b> | <ul style="list-style-type: none"> <li>Bookings could be made over longer periods than currently done in order to reduce administration burden.</li> </ul>  | 2            |
| <b>Threats (-5)</b>       | <ul style="list-style-type: none"> <li>Other users could request additional block bookings which would need to be considered as to if it would leave enough courts for pay and play users.</li> </ul>   | -2           |
| <b>Final Score</b>        |   | <b>-1</b>    |

**Table 5.2 – Block Booking Options – Cease Block Bookings Option**

|                           | <b>Cease block bookings</b><br>Stop all block bookings and move users to the LTA booking system  | <b>Score</b> |
|---------------------------|--|--------------|
| <b>Strengths (+5)</b>     | <ul style="list-style-type: none"> <li>Offers a fair and equitable approach for all users</li> </ul>   | 3            |
| <b>Weaknesses (-5)</b>    | <ul style="list-style-type: none"> <li>The existing block bookings may not be able to secure the number of courts they currently have each week, and it could also put their continuity at risk</li> </ul> | -2           |
| <b>Opportunities (+5)</b> | <ul style="list-style-type: none"> <li>It would free up courts at weekend peak periods.</li> </ul>   | 2            |
| <b>Threats (-5)</b>       | <ul style="list-style-type: none"> <li>The existing block bookings may consider challenging this decision as it would impact their operation.</li> </ul>   | -2           |
| <b>Final Score</b>        |  | <b>1</b>     |

**Table 5.3 – Block Booking Options – Tennis Membership Option**

|                           | <b>Tennis membership</b><br>A tennis membership could be developed which allowed users to purchase an annual membership giving them enhance booking rights  | <b>Score</b> |
|---------------------------|---|--------------|
| <b>Strengths (+5)</b>     | <ul style="list-style-type: none"> <li>Offers a fair and equitable approach for all users</li> </ul>  | 3            |
| <b>Weaknesses (-5)</b>    | <ul style="list-style-type: none"> <li>The existing block bookings may not be able to secure the number of courts they currently have each week, and it could also put their continuity at risk. Although this is a reduced risk compared to the ceasing of block bookings option above.</li> </ul> | -1           |
| <b>Opportunities (+5)</b> | <ul style="list-style-type: none"> <li>It would allow users to self-serve and book the number of courts they required.</li> <li>The membership could be a borough wide offer for all parks tennis courts.</li> </ul>  | 3            |
| <b>Threats (-5)</b>       | <ul style="list-style-type: none"> <li>The existing block bookings may consider challenging this decision as it would impact their operation.</li> </ul>  | -2           |
| <b>Final Score</b>        |   | <b>3</b>     |

2.7.2.5 In review of the options above it is recommended to move to a membership model allowing for a fair and equitable system for all users.

2.7.2.6 The creation of a new membership model would need to go through the usual Fees and Charges process as such it is proposed that the membership option be put in place to start from April 2023 thus providing the existing bookings a significant notice period before the new process is introduced.

### 3. All Parks Tennis Courts

- 3.1 Due to the successful uptake of the LTA bookings system across Victoria Park and Montrose Playing Fields in April 2021 the council rolled the system out across the rest of the portfolio on a free to play basis to gather some base line data on tennis usage.
- 3.2 As the system was only to be used for free to play bookings there were no costs associated to this roll out.
- 3.3 Table 6 below shows the total number of bookings for all parks tennis courts for the period of 1 April – 30 September 2021

**Table 6 – Tennis court usage for all parks tennis courts 1 April – 30 September 2021**

| Park                             | Number of bookings | Number of Courts | Bookings per Court |
|----------------------------------|--------------------|------------------|--------------------|
| Bethune Recreation Ground        | 578                | 1                | 578                |
| Bittacy Hill Park                | 892                | 2                | 446                |
| Cherry Tree Wood                 | 4,010              | 2                | 2,005              |
| Childs Hill Park                 | 1,094              | 2                | 547                |
| Edgwarebury Park                 | 4,114              | 2                | 2,057              |
| Friary Park                      | 1,252              | 2                | 626                |
| Halliwick Recreation Ground      | 203                | 2                | 102                |
| Hendon Park                      | 3,748              | 6                | 631                |
| Lyttleton Playing Fields         | 2,322              | 3                | 774                |
| Mill Hill Park                   | 2,820              | 3                | 940                |
| Montrose Playing Fields          | 3,629              | 2                | 1,815              |
| New Southgate Recreation Ground  | 127                | 2                | 64                 |
| Northway Gardens                 | 407                | 5                | 81                 |
| Oak Hill Park                    | 2,831              | 3                | 944                |
| Old Courthouse Recreation Ground | 1,467              | 6                | 245                |
| Princes Park                     | 568                | 2                | 284                |
| Rushgrove Park                   | 386                | 2                | 193                |
| Stonegrove Park                  | 566                | 1                | 566                |
| Sunnyhill Park                   | 1,588              | 3                | 529                |
| Tudor Sports Ground              | 366                | 1                | 366                |
| Victoria Park                    | 5,191              | 5                | 1,038              |
| West Hendon Playing Fields       | 58                 | 1                | 58                 |
| <b>TOTALS</b>                    | <b>38,253</b>      | <b>58</b>        | <b>14,889</b>      |

### 4. Tennis management for all parks tennis courts

- 4.1 This report recommends to progress with implementing an in-house model using the LTA's booking system.

4.2 Reviewing the data set out in Table 4 shows that with targeted investment the council could increase the number of pay to play locations to complement the free to play locations providing a borough wide model for tennis courts in Barnet's parks and open spaces

4.3 The table below sets out the proposed pay to play and free to play sites

**Table 7 – Proposed Free to Play vs Pay and Play Courts**

| Free to Play                     | Number of Courts |
|----------------------------------|------------------|
| Bethune Recreation Ground        | 1                |
| Bittacy Hill Park                | 2                |
| Childs Hill Park                 | 2                |
| Halliwick Recreation Ground      | 2                |
| Montrose Playing Fields          | 2                |
| New Southgate Recreation Ground  | 2                |
| Northway Gardens                 | 5                |
| Old Courthouse Recreation Ground | 6                |
| Princes Park                     | 2                |
| Rushgrove Park                   | 2                |
| Stonegrove Park                  | 1                |
| Sunnyhill Park                   | 3                |
| Tudor Sports Ground              | 1                |
| West Hendon Playing Fields       | 1                |
| <b>14 Parks</b>                  | <b>32</b>        |

| Pay and Play             | Number of Courts |
|--------------------------|------------------|
| Cherry Tree Wood         | 2                |
| Edgwarebury Park         | 2                |
| Friary Park              | 2                |
| Hendon Park              | 6                |
| Lyttleton Playing Fields | 3                |
| Mill Hill Park           | 3                |
| Oak Hill Park            | 3                |
| Victoria Park            | 5                |
| <b>8 Parks</b>           | <b>26</b>        |

|                             |           |
|-----------------------------|-----------|
| Total number of locations   | <b>22</b> |
| % of Free to play locations | 64%       |
| % of Pay and Play location  | 36%       |

|                          |     |
|--------------------------|-----|
| Total number of Courts   | 58  |
| % of Free to play Courts | 55% |
| % of Pay and Play Courts | 45% |

4.4 Appendix 1 Barnet Tennis Courts Locations maps out all of the above parks sites in order to show how the proposals offer a balanced approach across the whole borough.

4.5 Using the data collected from Victoria Park and Hendon Park over the pilot period the following projections have been developed using conservative estimates for income projection. A proposed contribution towards an annual ringfenced reserve has also been included;

**Table 8 – Income Projections for Pay and Play Tennis**

| Site                     | Number of Courts | Estimated Income <sup>4</sup> | Ringfenced Reserve <sup>5</sup> | Annual Income   |
|--------------------------|------------------|-------------------------------|---------------------------------|-----------------|
| Cherry Tree Wood         | 2                | -£10,000                      | £ 3,000                         | -£7,000         |
| Edgwarebury Park         | 2                | -£10,000                      | £ 3,000                         | -£7,000         |
| Friary Park              | 2                | -£10,000                      | £ 3,000                         | -£7,000         |
| Hendon Park              | 6                | -£30,000                      | £ 9,000                         | -£21,000        |
| Lyttleton Playing Fields | 3                | -£15,000                      | £ 4,500                         | -£10,500        |
| Mill Hill Park           | 3                | -£15,000                      | £ 4,500                         | -£10,500        |
| Oak Hill Park            | 3                | -£15,000                      | £ 4,500                         | -£10,500        |
| Victoria Park            | 5                | -£25,000                      | £ 7,500                         | -£17,500        |
|                          | <b>26</b>        | <b>-£130,000</b>              | <b>£ 39,000</b>                 | <b>-£91,000</b> |

4 - Projects based on -£5,000 income per court per annum after transactional deductions.

5 - £1,500 per court per annum to be placed in a ringfenced reserve

## 5. REASONS FOR RECOMMENDATIONS

- 5.1 The recommendations form part of the 2021 Barnet Plan: clean, safe and well-run priority by investing in parks and open spaces. It also directly responds to the Healthy Priority and goals through and investing in leisure facilities.
- 5.2 The recommendations offer an opportunity for Barnet Council to significantly improve its greenspace infrastructure as outlined in the Parks and Open Spaces Strategy.

## 6. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED

- 6.1 See section 2.4 of this document for a review of alternative options considered.

## 7. POST DECISION IMPLEMENTATION

- 7.1 Subject to Environment Committee approve, the service will process with progressing.
- Apply to the LTA's gate grant to secure external funding.
  - Investigate any further external funding to support the improvement of the boroughs tennis courts.
  - Procure a contractor to undertake any improvement works required to implement the programme, in particular installing mains power to the gates to support the access control systems.
- 7.2 Once the above actions have been delivered the team would develop a programme for the delivery and implementation of the project for each site.

## 8. IMPLICATIONS OF DECISION

### 8.1 Corporate Priorities and Performance

8.1.1 The Council's Corporate Plan says: -

- Barnet's Parks and Greenspaces will be amongst the best in London.
- Resident feedback consistently shows that Barnet's Park and Greenspaces are amongst its biggest assets and a strong influence for people deciding to live here.

- The Council recognises this and will continue to ensure that the Borough's Parks and Greenspaces are looked after.
- The Council will develop more innovative ways of maintaining its Parks and Greenspaces; including through greater partnerships with community groups and focus on using parks to achieve wider public health priorities for the Borough.

8.1.2 Local Plan Policy CS7 says the Council will create a greener Borough by: -

- Enhancing open spaces to provide improvements in overall quality and accessibility.
- Meeting increased demand for access to open space and opportunities for physical activity.
- By tackling deficiencies and under provision.

8.1.3 Investment in and improvement of Barnet's greenspaces to support growth and wellbeing in Barnet will also result in the delivery of a range of outcomes linked to other Council strategies: -

- Growth Strategy: creating the environment for growth.
- Regeneration Strategy.
- Community Safety Strategy.
- Entrepreneurial Barnet Strategy.

## 8.2 **Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

### 8.2.1 **Finance, Value for Money, and Procurement –**

8.2.2 As set out in section 4.5 of this document the Greenspaces Team have projected that this project is estimated to generate £91,000 revenue per year after deductions and contributions to a ringfenced reserve.

8.2.3 The capital investment required to bring the tennis courts up to standard would be funded through the existing allocation in the capital programme identified as Parks & Open Spaces SCIL (Strategic Community Infrastructure Levy).

8.2.4 To utilise the LTA's booking and access control system the council will also have to enter a contract with their gate control supplier. If the committee is minded accepting the recommendation in this report the Greenspaces Team will explore the appropriate procurement route in line with the council's contract procedure rules.

8.2.5 As noted in section 7.1 the Greenspaces Team will also investigate external funding with the LTA for the delivery and implementation of the project.

8.3 **Staffing** – Delivery of the Parks and Open Spaces Strategy will require appropriate capacity and capability in the organisation, including within the commissioning arrangements.

8.4 **IT** – None currently

8.5 **Sustainability** – The Parks and Open Spaces Strategy and associated initiatives detailed in this report seek to protect, improve, and enhance the natural environment of Barnet. The individual projects to be delivered during implementation of the strategy will be developed and delivered in accordance with both environmental and financial principles.

## 8.6 **Social Value**

8.6.1 The Public Services (Social Value) Act 2012 requires people who commission public services to think about how they can also secure wider social, economic, and environmental benefits. The key themes within the Parks and Open Spaces Strategy are:

- Social outcomes and benefits.
- Environmental Outcomes and Benefits.
- Economic Outcomes and Benefits.

## 8.7 **Legal and Constitutional References**

8.7.1 Local authorities have several different statutory powers in relation to parks and open spaces, the purchase and maintenance of public walks or pleasure grounds under the Local Government (Miscellaneous Provisions) Act 1976, including wide powers to provide recreational facilities. The Open Spaces Act 1906 provides that local authorities shall hold and administer open space in trust to allow the enjoyment of it by the public and shall maintain and keep the open space in a good and decent state.

8.7.2 The Council's Constitution (Article 7 – Committees, Forums and Partnerships) sets out the terms of reference for the Environment Committee: -

- Responsibility for all borough-wide or cross-constituency matters relating to the street scene including, parking, road safety, lighting, street cleaning, littering, fly-tipping, fly-posting, graffiti, transport, waste, waterways, refuse, recycling, allotments, parks, trees, crematoria and mortuary, trading standards and environmental health.
- To receive reports on relevant performance information and risk on the services under the remit of the Committee.”

## 8.8 **Risk Management**

8.8.1 The management of risk is undertaken on a continual basis and reported as part of the Council's Quarterly Performance regime and considered as part of the Performance and Contract Management Committee quarterly monitoring report.

8.8.2 Risks are managed through the project boards and are reviewed and revised at board meetings. The current key risk areas are: -

|    | <b>Rating Criteria</b>        | <b>1: Low</b> | <b>2: Medium</b> | <b>3: High</b> |
|----|-------------------------------|---------------|------------------|----------------|
| 1. | Total investment required     |               | X                |                |
| 2. | Potential benefits            | X             |                  |                |
| 3. | Return on investment          | X             |                  |                |
| 4. | Planning                      | X             |                  |                |
| 5. | Political sensitivity         |               | X                |                |
| 6. | Fit with corporate objectives | X             |                  |                |
| 7. | Users/DU's impacted           | X             |                  |                |
|    | <b>Total score</b>            | <b>9</b>      |                  |                |

## 8.9 Equalities and Diversity

8.9.1 Under section 149(1) of the Equality Act 2010 (EA 2010) the Council must, in the exercise of its functions have due regard to the need to: -

- Eliminate discrimination, harassment, victimisation, and other conduct prohibited by the Equality Act 2010.
- Advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.
- Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

8.9.2 Relevant protected characteristics are: - age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

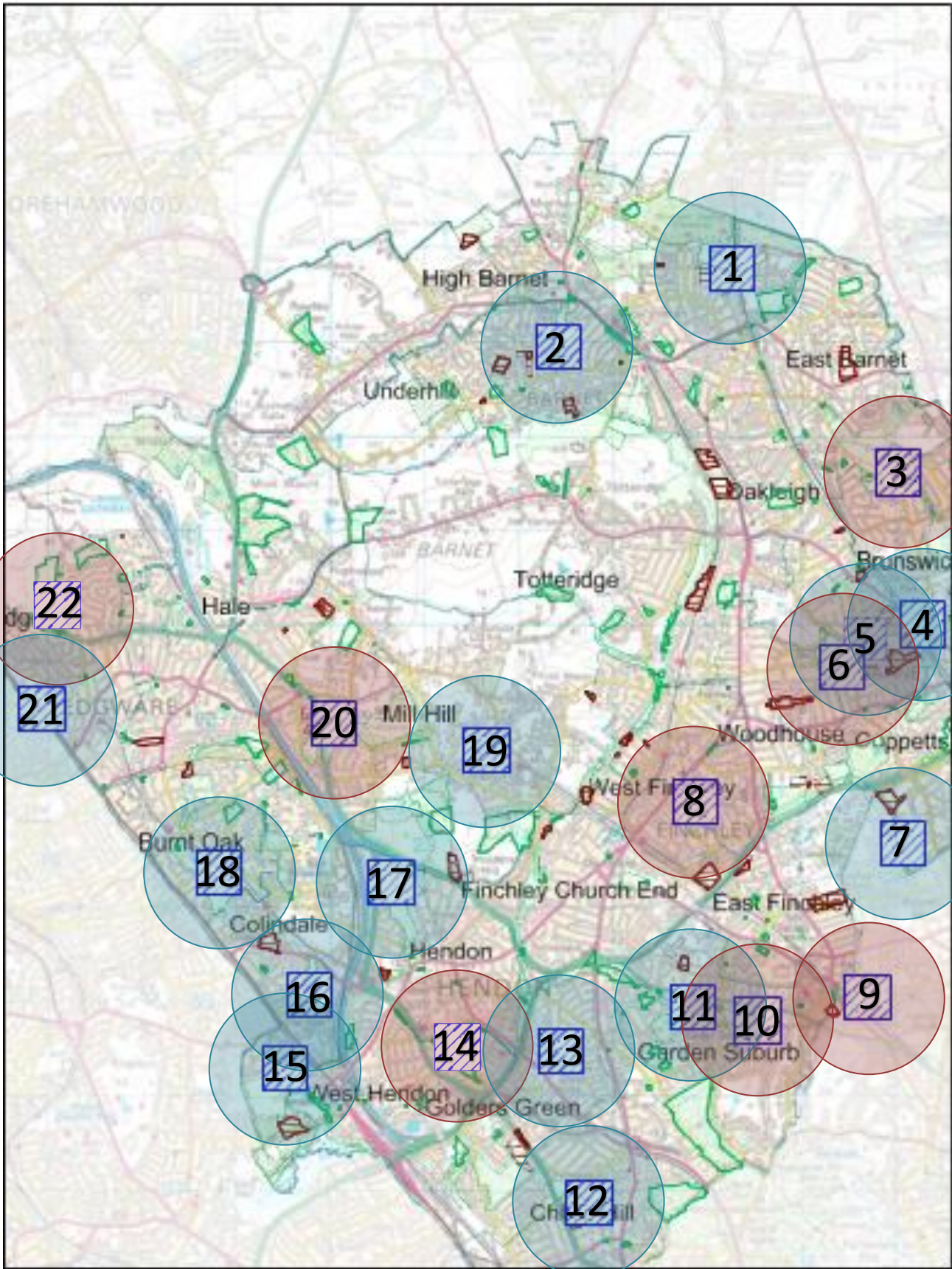
8.9.3 The purpose of the initiatives described in this report is to ensure that the broad diversity of Barnet's residents and communities continue to enjoy the benefits of these community assets and that their needs and aspirations are reflected in the provision that the Council makes.

8.9.4 Equalities Impact Assessments will be developed on a scheme by scheme basis to ensure compliance with the requirements of the Equality Act 2010 and that the needs of the communities and groups are fully taken into account in the development of schemes.

## 9. BACKGROUND PAPERS

9.1 [Environment Committee 12 May 2016 Papers](#) – Item 8 Parks and Open Spaces Strategy and the agreement to adopt the strategy and its action plan.





**BARNET**  
LONDON BOROUGH



© Crown copyright and database right 2021.  
All rights reserved. London Borough of Barnet

Licence No. 100017674

Cities Revealed® aerial photography copyright  
The GeoInformation® Group, 2021

Date: 03/09/2021

Scale: 1:59250  
Created By:

| No | Park                       | No. of Courts | Operating model |
|----|----------------------------|---------------|-----------------|
| 1  | Tudor Sports Ground        | 1             | Free to Play    |
| 2  | Old Courthouse Rec         | 6             | Free to Play    |
| 3  | Oak Hill Park              | 3             | Pay and Play    |
| 4  | New Southgate Rec          | 2             | Free to Play    |
| 5  | Bethune Rec                | 1             | Free to Play    |
| 6  | Friary Park                | 2             | Pay and Play    |
| 7  | Halliwick Rec              | 2             | Free to Play    |
| 8  | Victoria Park              | 5             | Pay and Play    |
| 9  | Cherry Tree Wood           | 2             | Pay and Play    |
| 10 | Lyttleton Playing Fields   | 3             | Pay and Play    |
| 11 | Northway Gardens           | 5             | Free to Play    |
| 12 | Childs Hill Park           | 2             | Free to Play    |
| 13 | Princes Park               | 2             | Free to Play    |
| 14 | Hendon Park                | 6             | Pay and Play    |
| 15 | West Hendon Playing Fields | 1             | Free to Play    |
| 16 | Rushgrove Park             | 2             | Free to Play    |
| 17 | Sunny Hill Park            | 3             | Free to Play    |
| 18 | Montrose Playing Fields    | 2             | Free to Play    |
| 19 | Bittacy Hill Park          | 2             | Free to Play    |
| 20 | Mill Hill Park             | 3             | Pay and Play    |
| 21 | Stonegrove Park            | 1             | Free to Play    |
| 22 | Edwarebury Park            | 2             | Pay and Play    |