

<p><u>Meeting</u></p> <p>Environment and Climate Change Committee</p>
<p><u>Date and time</u></p> <p>Monday 21st November, 2022</p> <p>At 7.00 pm</p>
<p><u>Venue</u></p> <p>Hendon Town Hall, The Burroughs, London NW4 4BQ</p>

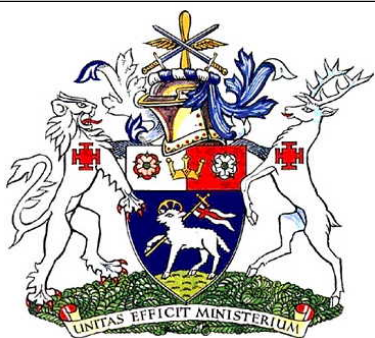
Dear Councillors,

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

Item No	Title of Report	Pages
10	Review of Tennis Courts	3 - 100

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Environment And Climate Change Committee

AGENDA ITEM 10

21 November 2022

Title	Review of Tennis Courts in Parks and Open Spaces
Report of	Chairman of Environment and Climate Change Committee
Wards	All wards
Status	Public
Urgent	No
Key	No
Enclosures	Appendix A – Tennis in Parks Options Appraisal Appendix B – Tennis Consultation Report Appendix C – Tennis Court Condition Analysis
Officer Contact Details	Cassie Bridger: Assistant Director: Greenspaces and Leisure 020 8359 2398: Cassie.Bridger@barnet.gov.uk Matthew Gunyon: Greenspaces Service Manager 020 8359 7403: Matthew.Gunyon@barnet.gov.uk

Summary

This report summaries the appraisal which has been undertaken in reviewing the management and operation of publicly accessible tennis courts across Barnet. It includes an evaluation of the following items which are expanded on in Appendices A- C:

- Existing Management (and booking system)
- Supply and demand analysis (including penetration data supplied by the LTA)
- A review of tennis court condition and the estimated investment required to improve quality.
- A review of maintenance undertaken and prior investment in tennis courts across Barnet.
- An assessment of existing management models in place for tennis.
- Delivery of a pilot (testing two alternative management models)
- Investment and Funding
- Implementation of a gate-locking system
- Consultation and engagement

Committee are requested to consider the information within this report and the recommendations which have been influenced by the needs and requirements of all residents; to inform a sustainable

future operating model which also seeks to grow tennis participation in Barnet. the proposed model will.

- introduces an annual season ticket membership which allows the holder to book two 1-hour bookings per week,
- provide three hours free to play on weekdays for all courts (10:00-11:00 and 16:00-18:00)
- bring all bookings made by non-season ticket holders and outside of the free to play sessions in line with the existing pay and play model currently in place in Victoria Park and Hendon Park.
- installation of gated technology to protect and courts from misuse and damage
- provide for continued usage of the Lawn Tennis Association (LTA) online booking system across all sites.
- deliver a borough wide investment programme to bring courts up to a good standard for safe and enjoyable play for all
- create a sinking fund to safeguard the future quality and condition of the boroughs tennis courts

The proposed introduction of these items will enable the growth of tennis participation, the sustainable management and maintenance of the boroughs tennis courts and the delivery of a programme of investment across the Borough, improving access for all residents.

Officers Recommendations

- 1. Environment and Climate Change Committee note the findings of the Tennis Review Appraisal located at Appendix A.**
- 2. Environment and Climate Change Committee note the results of the Public Consultation undertaken in between August- September 2022 located at Appendix B.**
- 3. Environment and Climate Change Committee agrees the continuation of delivering an ‘in house’ management and operation model for tennis.**
- 4. Environment and Climate Change Committee agrees to the implementation of the borough wide “in house” management and operation model to include the introduction of annual season tickets, designated free to play slots and pay and play across parks tennis courts.**
- 5. Environment and Climate Change Committee approve the expansion of fees and charges to be applied across all tennis courts in Barnet, in line with the Councils approved fees and charges schedule.**
- 6. Environment and Climate Change Committee approves the introduction of an annual season ticket for tennis and the proposed new charge, to be included in the Councils fees and charges schedule.**
- 7. Environment Committee note that if any further updates to the fees and charges schedule are required (outside of the pre-existing agreed charges) for example ‘promotional offers’, implementation will be agreed in consultation with the Committee Chair.**
- 8. Environment and Climate Change Committee notes the status of the Lawn Tennis Association (LTA) funding application and subject to grant award approves the establishment of a ringfenced reserve in line with associated grant conditions.**

9. Environment and Climate Change Committee delegates authority to the Executive Director for Communities, Adults and Health to procure works and service contracts as required for the implementation of the investment programme.

1. Why this report is needed

- 1.1 This report sets out a review of tennis in Barnet undertaken between 2020/21-22/23 which includes an analysis of court condition, usage, access, management models and investment opportunities. The recommendations outlined provide enhancements to create a dynamic model for tennis which delivers a range of benefits including major investment to upgrade all tennis courts across the Borough, safeguard the quality of courts available, improve access through the introduction of a more efficient approach to booking and a programme of use which provides free access, low-cost memberships, casual usage, and block bookings whilst delivering a sustainable operating model.

Overview

- 1.2 Barnet has 58 public tennis courts which can be access in 22 parks locations, excluding Victoria Recreation Ground which is managed by GLL, as part of the range of facilities available at New Barnet Leisure Centre.
- 1.3 The management and operation of tennis courts is managed in house by the Councils Greenspaces and Leisure Service. Each location is varying in the quantity of courts, quality, and condition. A general summary overview of service operations includes:
- Tennis courts include a combination of either free to access or pay and play (site dependant)
 - Fees and charges applied are agreed annually as part of the Councils Business Planning Process.
 - Bookings are charged at an hourly rate.
 - No online booking system in place (prior to April 2021) – previous bookings were taken over the phone or via email by staff, with payment facilitated through cash, cheque, or transfer.
 - Minimal coaching provision available in parks
 - No community floodlit courts
 - Limited usage data available outside of ‘booked’ slots.
 - Reactive maintenance undertaken to improve court condition.
 - Indoor provision is provided via private clubs / alternative venues.

Operational Arrangements

- 1.4 Prior to April 2021, historical arrangements also included booking operations via service level agreements with onsite cafés at Oak Hill Park, Victoria Park, and Hendon Park. Bookings were managed in exchange for half of the income generated. Prior to the implementation of the Pilot Scheme (Appendix A – section 7) these individual arrangements collectively generated income between £2.5k - £4.5k per annum.
- 1.5 Bookings are charged at an hourly rate and agreed within the Council’s fees and charges policy adopted each year. The current courts which presently adopt a pay and play model are Victoria Park (Finchley) and Hendon Park (Hendon), all remaining courts are largely free-to-play and distributed on a first-come-first-served basis.

- 1.6 The charges which were previously levied at Oak Hill Park ceased owing to a request from the tenant, similarly due to change in the tenant at Victoria Park charging was discontinued for a period, where only block booking payments were facilitated and taken directly by the Council.
- 1.7 There has been an inconsistent approach in managing court bookings and the application of fees and charges across all courts. The manual process to administer bookings has previously been resource and time intensive. In the absence of an online system, it has also been difficult for the service to obtain accurate usage information and manage court misuse, which often results in repairs and maintenance to be undertaken.
- 1.8 The existing condition of tennis courts across the Borough is varied, courts which have received an upgrade in recent years (e.g., Montrose Playing Fields, Victoria Park) have been included as part of a strategic masterplan proposals with secured investment. Since 2016/17 approximately £0.180m has been spent on maintaining and refurbishing courts across the Borough. As part of conducting this appraisal, the estimated cost to improve and upgrade all tennis courts in parks across Barnet is anticipated at £0.800m.
- 1.9 Whilst there are future plans to refurbish tennis courts as part of masterplan proposals at West Hendon Playing Fields and Rushgrove Park, this does not consider the extent of all other locations across the Borough which would significantly benefit from refurbishment.

Appraisal

- 1.10 In 2019/20 the Council engaged with the Lawn Tennis Association to assess the viability of introducing an online booking system (LTA 'ClubSpark') and the feasibility of installing gated technology. In partnership with the LTA, most of Barnet's 22 sites were assessed for their suitability. The assessment included the following elements:
 - Court condition – including fencing
 - Existing arrangements – including whether charging is already in place, or has been recently
 - Local demand and penetration – measures devised by the LTA to assess the number of potential casual tennis players in close proximity to each court
 - Number of courts and gates required
- 1.11 Following the assessment, the LTA advised of an available grant which would enable installation at a select location to trial management of courts through the online system. The Council secured £16,700 to fund three gates at Victoria Park (Finchley). This location was selected based on previous management arrangements, usage (pay and play/ block bookings) and recent investment. More information in relation to the associated conditions and the courts identified suitable for gated technology can be located in Appendix A – section 5.
- 1.12 This opportunity also enabled the Greenspaces and Leisure Service to further assess operational arrangements and establish the most appropriate model for future delivery. Upon review, there are three operational models available to local authorities:
 - In-house management – involves the local authority taking all income from bookings but also being responsible for the continued maintenance of courts in the form of a sinking fund
 - Outsourced to a leisure or tennis operator – either a leisure or specialist tennis operator takes on the responsibility for the courts under a lease, and an annual fee is agreed between the local authority and operator; the sinking fund might be the responsibility of either party.

- Outsourced to a tennis club – similar to the above model, but with a significant focus on community use built into any use.

Pilot

- 1.13 A full appraisal of the management model options is located in Appendix A – section 6. To practically assess the most efficient operating model a ‘Pilot Scheme’ was delivered between September 2020 – December 2021.
- 1.14 The Pilot tested two operating models for public tennis courts.
- An in-house model using the bookings system provided by The Lawn Tennis Association (LTA) and an
 - Outsourced model working with a third-party operator under reasonable means of selection.
- 1.15 The four sites in Table 1 were identified due to the range in their characteristics and potential to gather evidence on usage, court condition, demographic, recent investment, income potential:

Table 1 – Tennis Pilot Sites

	Victoria Park	Montrose Playing Fields	Hendon Park	Edgwarebury Park
Ward	West Finchley	Burnt Oak	West Hendon	Edgware
Courts & gates	5 courts serviced by 3 gates	2 courts serviced by 1 gate	6 courts serviced by 3 gates	3 courts serviced by 2 gates
Condition	New courts and fencing	New courts and fencing	Reasonable condition	Good condition
Booking & charging history	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
To be operated by	LBB supported by LTA’s Rally app	LBB supported by LTA’s Rally app	Premier Tennis third party operator	Premier Tennis third party operator
Locks installed by	LTA – LBB to arrange supporting infrastructure	No locks required	Operator, at cost to LBB	No locks required
Fees & charges	£7 and £3.60 (concessionary) per court per hour in line with approved Fees & Charges	Free to play	£7 and £3.70 (concessionary) per court per hour in line with approved Fees & Charges	Free to play
Income arrangements	Net income retained by LBB	No income	Profit share with the operator	No profit to share

- 1.16 The pilot demonstrated that the two sites managed by the Council performed the best; in bookings secured, utilisation and income generated. More information in relation to pilot and performance data can be found in Appendix A – section 7.

- 1.17 A general summary overview indicates:

- A total of 21,457 bookings were generated across all four sites.
- Victoria Park and Edgwarebury Park generated the most bookings.
- Montrose Playing Fields and Edgwarebury Park had the highest utilisation rates (both at 75%)
- Hendon Park had the lowest utilisation rate (at 25%).
- Both Victoria Park and Hendon Park exceeded the projected levels of income.
- Of the fee-paying sites, Victoria Park generated the highest net income (£35,211.20)
- Feedback received from groups in relation to the online booking system, specifically the ability to secure block bookings.

1.18 Upon conclusion of the pilot, the following actions were progressed immediately to improve operations and the resident/customer experience:

- Hendon Park and Edgwarebury Park were transferred over from the third-party contractor to the in-house booking management system (April 2021).
- All the borough's parks tennis courts were added to the online booking system as free to play sites without access control gates from (April 2021)

1.19 Though the Pilot was delivered throughout an intense period of park usage following the previous Covid19 restrictions, attendance and tennis court usage has remained high.

Funding and Investment

1.20 In 2021/22 the Council submitted a Stage 1 application to the LTA Parks Investment Fund to support a programme of investment which would seek to improve identified courts that meet the funding criteria. A total of £0.400m has been requested and an outcome is anticipated by January 2023. If successful, the Council will progress to Stage 2 which includes assessing the estimates against current market rates. The Council are also expected to adhere to grant conditions which includes accessing the LTAs Procurement Framework to select a suitable contractor and the establishment of a 'sinking fund' to support a future ongoing maintenance programme.

1.21 Concurrent with above, the service has also been successful in securing strategic CIL monies (£3.75m) to support a wide range of improvements across parks and open spaces. Approximately £0.750m of this funding has been ringfenced to deliver a Borough wide improvement programme to transform the quality of all courts. An award from the LTA would act as a contribution towards this initiative and the estimated £0.800m to roll out a refurbishment programme.

1.22 It is important to note that a 'sinking fund' is not currently in place and any existing repairs and maintenance required for tennis courts is reactive, due to the limited budget available. Establishment of sinking fund would enable the Council to adopt a planned and scheduled programme of maintenance, thus protecting the quality and condition of the courts for the future.

1.23 To secure the LTA funding, an expected cost of £1200 per court per year must be agreed. A high-level estimate assumes a fee of circa £0.069m per annum is required. Through conducting market research on the management models in place across London, and results of the Councils Pilot scheme, implementing a structured charging model supports the subsidy of these costs with any surplus income generated to support the Councils MTFS position and reinvestment back into the service.

Tennis Consultation

1.24 To further assess the suitability of the above, the Council co-ordinated a public consultation between the 08 August and 19 September 2022. A survey was available via the Councils online platform 'Engage Barnet', paper copies were also made available on request in addition to email feedback received from users.

1.25 The principles of the consultation exercise were to:

- Understand the local demand and interest in playing tennis.
- Explore the options with the tennis community for parks tennis management that could apply based on ideas and good practice elsewhere.
- Explore the expansion of the fees and charges model applied for tennis court hire.
- Explore the potential for the future operation and/or management of parks tennis.

1.26 A total of 486 responses were received, in addition to 3 responses via email. The key findings of the consultation are as follows:

- Key motivations (users and non-users) to play tennis related to suitable surface play, availability of courts and ability to book in advance.
- 315 respondents identified themselves as casual users, 66 block booking and 35 respondents identified as participating in coaching sessions.
- Most of the preferred court use was evenly split throughout the day with 33% preferring AM (07:00- 11:00) and 37% PM (17:00-20:00)
- Frequency of play appears consistent across all seasons, with Spring/Summer narrowly increasing on play time.
- 191 out of 217 respondents who provided an answer on the booking system strongly agreed/tended to agree it was clear and easy to find and access.
- 189/217 noted that it was easy to book a timeslot and only 10 respondents preferred historical arrangements (payment through café).
- 266 out of 389 respondents (68%) of respondents said they would like to see tennis coaching operated in parks via either a drop in/flexible coaching session or a licensed coach in a park.
- In respect of applying a future charging model; 235 out of 389 respondents answered 'no charge applied' with the remaining responses distributed across pricing as a flat rate, by day and time, by season, by user group and by user category.
- 289 out of 389 respondents also showed interest in both seasonal / annual memberships for individual and family (for both children and adults).

1.27 A full consultation report can be found in Appendix B- Tennis Consultation Report as an annex to this report.

Conclusions

1.28 The analysis included in this report and within Appendices A-C has covered both the financial and non-financial implications of different management vehicles and has covered a wide range of potential options, including:

- Continued in-house management.
- Outsourced management

1.29 Alongside assessing the different management options, the analysis has sought to review existing performance and identify areas of strength and weakness. This has then been used to inform financial modelling alongside the results of the public consultation.

1.30 The preferred management option identified is for the Council to retain the management and operation of the Boroughs tennis courts. This route currently provides the Council with the greatest potential to maximise participation whilst creating a sustainable operating model.

2. Reasons for recommendations

- 2.1 In recent years, the service has developed a series of key strategic documents designed to shape the delivery of sport and physical activity services and facilities in parks and open spaces across the Borough. These include a Playing Pitch Strategy (2017), a Parks and Open Spaces Strategy (2016-2026) and the Fit and Active Barnet Framework (2021- 2026). The documents are underpinned by a commitment within the Council’s Corporate Plan that ‘Barnet’s parks and open spaces will be amongst the best in London.’
- 2.2 The majority of London councils operate some form of pay to play model for tennis with most opting for an hourly charge approach, though six authorities do have an annual season ticket system. The table below summarises information provided by the LTA.

	Number	Notes
Total number of Authorities	34	Includes City of London and The Royal Parks
Those with online booking	26	
Those with access control gates	14	
Those with Pay and Play Courts	25	Court prices range from £3-£23 (Adults) Free-£9 (Concessionary)
Those offering a season ticket	6	Season Tickets range from £22-£55

Additionally, a review of the local private club market for Barnet shows that private clubs would charge between £260-320 per annum for adult memberships and £70-260 per annum for concessionary memberships.

- 2.3 In considering the full assessment undertaken, the following recommendations would enable the Council to deliver a sustainable programme of investment for the future, provide a more efficient operation whilst increasing engagement and participation.
- Continuation of an ‘in-house’ management model, to be delivered by the Greenspaces and Leisure Service. This approach is supported by the Pilot undertaken and provides the Council with oversight of operations linked to a future investment programme.
 - Adoption of the LTA ClubSpark online booking system – this platform has provided the Council with a level of intelligence and data in respect of court use, trends and reduced the manual requirement to process requests. The online booking system is applied to all courts. Where users are unable to access IT or use the platform, the service will provide support to secure bookings.
 - Creation of a ‘sinking fund’ - to enable a planned programme of maintenance, protecting courts and avoiding facilities from falling into a state of disrepair.
 - Expansion of the existing and approved tennis court fees and charges to all tennis courts in parks – providing a level of consistency across all tennis courts available in Barnet parks. This includes the continuation of block bookings, available at identified locations (such as Victoria Park). The pricing schedule is competitively priced, benchmarked and through analysis has demonstrated this is an approach adopted by many London Councils.
 - In response to the consultation, it is proposed that ‘free to play’ slots will remain available at peak and off times throughout the week. For example, between 10:00-11:00 and 16:00-18:00 Monday-Friday, this aligns with the preferred usage timeslots identified through the consultation and encourages participation across all user groups. This will remain under and monitor and review to ensure that access can be optimised by all residents.

- Introduction of a new 'Annual Membership' for Adults/ Concessions competitively priced (as evidenced in section 2.2 of this report) at £35 per annum and £15 per annum respectively, providing access to two 1-hr slots per week. This point provides an affordable opportunity (which is equal to five pay and play bookings at the current rate) and responds directly to the consultation results which presented a strong desire for a 'membership' based offer.
- Establishment of 'promotional' activities – this element will be reviewed by the service but provides an opportunity throughout 'National Tennis Week' and other campaigns to deliver specific sessions which can be targeted to increase use from under-represented groups. The Council will work the Fit & Active Barnet Network and with other partners to explore further.
- Funding and Investment – subject to the outcome of the LTA funding application, the Council will be required to enter into an Award to condition grant monies secured. The requested amount will provide a contribution to the total investment scheme, augmented by the Councils strategic CIL which has been secured.

3. Alternative options considered and not recommended

- 3.1 Please see Appendix A- Section 9 which provides a full strength, weakness, opportunities, threat analysis on each management model evaluated.

4. Post decision implementation

- 4.1 Subject to Committee approval, the following activities will be progressed as part of establishing the implementation programme. These include but are not limited to.
- Finalise internal resourcing requirements to support programme, as necessary.
 - Confirmation of Funding Strategy (including LTA application)
 - Review investment programme, identification of phasing and delivery timetable.
 - Review site specific requirements (including utilities) pending the introduction of gated technology to support refurbishments.
 - Development of cost estimates and valuation exercises, in partnership with the LTA.
 - Prepare tender documentation and engage with procurement/ LTA to deliver procurement strategy.
 - Appointment of contractor to deliver improvement programme.
 - Ensure that back-office functions are set up appropriately to align with delivery programme / pricing schedule.
 - Develop Communication Plan – including site specific communications which are likely to be required.
 - Produce marketing and promotional material to be displayed at each site.
- 4.2 It should be noted that the service is currently working to identify and progress elements which can be prioritised and delivered in an accelerated fashion and as part of a phased delivery, to meet the immediate needs of residents.
- 4.3 The Service will also work with the Fit and Active Barnet Partnership Board to promote and encourage tennis participation across the Borough that builds on the ongoing work of, local clubs, volunteers, and coaches.

5. Implications of decision

5.1 Corporate Priorities and Performance

5.1.1 The Environment and Climate Change Committee approved the commissioning of a new Parks and Open Spaces Strategy in June 2022 which directly supports the following administrations priorities

- Protect the Greenbelt, our parks, and open spaces
- And ensuring everyone has access to green space, working towards zero neighbourhoods deprived of green spaces.

5.1.2 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.

5.1.3 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.

5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)

5.2.1 Finance, Value for Money, and Procurement –

5.2.2 As set out in Appendix A – Section 11, the proposals are projected to generate £0.175m revenue per annum after deductions in accordance with current MTFs planning. Any surplus revenue would also be transferred to a ringfenced reserve in line with associated LTA grant funding conditions.

5.2.3 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).

5.2.4 To utilise the LTA's booking and access control system the council will also have to enter a contract with their gate control supplier. Subject to Committee approval the Greenspaces Team will explore the appropriate procurement route in line with the council's contract procedure rules.

5.3 **Staffing** – Delivery of the investment programme will be governed through the Councils Greenspaces and Leisure Board, which provides strategic oversight, regular monitoring of capital projects progress and where decisions / escalations are required report as appropriate.

5.4 **IT** – None currently

5.5 **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.

5.6 Social Value

5.6.1 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.

5.7 Legal and Constitutional References

5.7.1 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.

5.7.2 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.

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

- (1) Responsibility for all borough-wide or cross-area matters relating to the local environment including:
 - Air Quality
 - Cycling, Walking and Healthy Streets
 - Biodiversity
 - Transport and Public Transport
 - Grounds Maintenance
 - Highways
 - On-Street and Off-Street Parking
 - Road Safety
 - Lighting
 - Street Cleaning
 - Environmental Crime (including littering, fly-tipping flyposting, and graffiti)
 - The Council's Fleet
 - Waste and Recycling
 - Waterways
 - Parks and Open Spaces (including allotments and trees)
 - Cemeteries, Crematoria and Mortuary
 - Trading Standards and Environmental Health (except Environmental Health functions relating to housing and fire safety)
- (2) Responsibility for the council's response to the climate emergency including:
 - Setting and overseeing implementation of carbon reduction targets, both in relation to the council as an organisation and Barnet as a place
 - Developing strategies to meet those carbon reduction targets
 - Developing strategies for the mitigation of the impacts of climate change, both on the

council as an organisation and Barnet as a place

- Implementing the elements of those strategies that relate to functions listed in (1) above.
- (3) To submit to the Policy and Resources Committee proposals relating to the Committee's budget (including fees and charges) for the following year in accordance with the budget timetable. 11 Chair, Vice Chair, Members, and substitutes appointed by Council. 6 substitutes Quorum 3 Article 7 – Committees, Forums, Working Groups and Partnerships July 2022
 - (4) To make recommendations to Policy and Resources Committee on issues relating to the budget for the Committee, including virements or underspends and overspends on the budget. No decisions which result in amendments to the agreed budget may be made by the Committee unless and until the amendment has been agreed by Policy and Resources Committee.
 - (5) To receive reports on relevant revenue and capital expenditure, contracts, performance information and risk on the services under the remit of the Committee.

5.8 Insight

5.8.1 None in the context of this report

5.9 Social Value

5.9.1 Barnet was the first London Borough to produce a borough-wide Corporate Natural Capital Account (CNCA) for 200 of its parks and open spaces. The CNCA provides Barnet's council with an evidence base to quantify the economic, social, and environmental benefits accruing from its green infrastructure assets. The total value of benefits from our parks over the next 25 years is estimated at £1 billion.

5.10 Risk Management

5.10.1 There are series of risks which have been identified as part of delivering an updated management model and investment programme. These risks primarily relate to the items below and will be monitored by the service.

- Securing external capital funding
- Sale of annual season tickets to meet the revenue estimates
- Capital Cost and the increasing cost of materials
- Contractor Procurement for delivery of capital improvements
- Contractor Performance during capital delivery and management of access control
- Construction Risks associated with court construction
- Online Booking System - Performance

5.11 Equalities and Diversity

5.11.1 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.

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

5.11.3 As part of the consultation (August-September 2022) and the business planning process, equalities impacts have been considered. As investment programme progresses to delivery stage further equality impact assessments will be undertaken to ensure that the scheme considers access, inclusion and protected characteristics defined as part of the Equalities Act 2010.

5.11.4

5.11.5 The recommended in-house management and operation model is intended to make these facilities more accessible and inclusive and therefore compliant with the provisions of the EA 2010.

5.12 Corporate Parenting

5.12.1 None in the context of this report

5.13 Consultation and Engagement

5.13.1 A full public consultation was undertaken as set out in Appendix B

5.14 Environmental Impact

5.14.1 None in the context of this report

6. Background papers

6.1 [Environment and Climate Change Committee 9 June 2022 Papers](#) – Item 9 Parks and Open Spaces update.

6.2 [Environment Committee 15 March 2017 Papers](#) – Item 11 Playing Pitch Strategy 2017-2022

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

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Tennis in Parks – Options Appraisal

Author:	<i>Cassie Bridger / Matthew Gunyon</i>
Date:	<i>November 2022</i>
Service / Dept:	<i>Greenspaces and Leisure</i>

1. Overview

This document outlines an appraisal undertaken in relation to the management of tennis across Barnet's parks and open spaces and future opportunities to deliver a sustainable programme of investment based on the recommendations provided in this report.

The appraisal has included a review and development of the following:

- Existing Management (and booking system)
- Supply and demand analysis (including penetration data supplied by the Lawn Tennis Association (LTA))
- A review of tennis court condition and the estimated investment required to improve quality.
- A review of maintenance undertaken and prior investment in tennis courts across Barnet.
- An assessment of existing management models in place for tennis.
- Delivery of a pilot (two alternative management models)
- Funding opportunities
- Implementation of a gate-locking system
- Consultation and engagement

The recommendations within this report have been influenced by the needs and requirements of all residents to inform a sustainable operating model that enables access, supports demand, and encourages participation in the Borough.

2. Strategic Context

In recent years, the service has developed a series of key strategic documents designed to shape the delivery of sport and physical activity and facilities in parks and open spaces across the Borough. These include a Playing Pitch Strategy (2017), the Parks and Open Spaces Strategy (2016-2026) and the Fit and Active Barnet Framework (2021- 2026).

Our Greenspaces have the potential to support a wide range of cross-cutting strategic priorities, including public health and well-being, the environment, biodiversity, education, employment, community safety, regeneration, and community engagement. And the Council has an aspiration to re-think the role that parks and open spaces play within the borough.

Similarly, Barnet's Fit & Active Framework (2022-26) aims to work collaboratively with partners to improve Barnet's sporting facilities and provide opportunities to increase participation, especially amongst under-represented groups.

Demand for public parks massively increased during the COVID-19 pandemic and has refocused attention on the role they play in society to support both our mental health and physical wellbeing. During this period and beyond tennis usage has increased significantly, with visitors enjoying the wide range of outdoor activities on offer.

Whilst the service responded to challenges arising from the pandemic, it also presented an opportunity to trial new approaches with regard to sports bookings, community activities, agile working and operational resilience. Ensuring the Boroughs green spaces are managed and maintained cost effectively and using sustainable practices, is also vital.

Insight and Demand

Sport England currently facilitate two National Surveys: Active Lives Adult, which is published twice a year and replaced our Active People Survey, and the Active Lives Children and Young People, which is published annually. Both give a unique and comprehensive view of how people are getting active.

Prior to 2016/17 the 'Active People Survey' (APS) was the National measure for activity levels in England. Data could be aggregated under various categories, which included sporting activity. The final results (APS 10) undertaken by Sport England in December 2016 produced the following local results for Barnet based on tennis demand;

- 7,184 residents currently play tennis
- 7,521 residents would like to play more tennis
- 57,145 residents would like to play more outdoor sport

The highest demand for tennis around existing courts is within the catchments of Victoria Park, Princes Park, Hendon Park, Childs Hill Park and Basing Hill Park.

In terms of existing demand levels and data available the current Active Lives Survey which replaced APS in 2017 does not currently provide the ability to aggregate and breakdown participation and demand by sports type.

The figures therefore included within the above are to be treated with caution. However, based on population size of the Borough, casual use and the total number of tennis clubs within Barnet it is reasonable to expect that there is an existing and future demand to play tennis.

National Research

According to a National Survey ('The Location of Play'), the importance of parks courts is emphasised by the following data on where people play tennis.

Parks are the highest where people play 32%. Hence the need to protect Barnet's Park facilities and enhance them.

National Survey – Location of Play

Location	% Players
Parks	32%
Education sites	21%
Tennis clubs	14%

Leisure centres	10%
Gyms/health clubs	7%
Private courts	5%
Indoor tennis centres	5%
Elsewhere	5%

Organised play: Parks players are less reliant on organised tennis activity but heavily reliant on using parks for social tennis with friends and family:

National survey Organised Play

Type of Tennis	% Parks Players	% Club Players
Social tennis with friends/family	90%	74%
Informal tennis	15%	18%
Individual tennis competition	2%	17%
Group coaching/lessons	2%	15%
Team tennis competition	1%	13%
Private lessons	1%	11%
Cardio tennis	3%	8%

Satisfaction levels with courts: The % of players of each type who are 'very satisfied' are as follows:

National Survey – Satisfaction Levels with Courts

Aspects of courts	% Parks players	% Club players
Safety of courts	28%	49%
Proximity to home	31%	45%
Condition of courts	13%	39%
Ease of booking	16%	35%
Cost of courts	36%	31%
Availability of courts	19%	30%
Number of courts	13%	30%
Customer service	10%	27%
Ancillary facilities	5%	26%

Awareness of local tennis courts: The importance of publicising court availability is emphasised by the following findings.

National Survey – Awareness of Local Tennis Courts

Type of court	% People aware
Parks courts	31%

Tennis club courts	28%
Leisure centres	27%
Education courts	15%
Indoor tennis centres	10%
Gyms/health clubs	12%
Other courts	9%
No facilities nearby	11%
No known facilities nearby	25%

3. Management and Operation

Barnet has 58 public tennis courts over 22 parks locations, excluding the tennis courts at Victoria Recreation Ground which are managed as part of the Councils Leisure Management Contract with GLL.

A general overview includes:

- Operation managed in house by the Greenspaces Team
- Publicly accessible tennis courts are either free to access or pay and play (site dependant)
- No online booking system in place (prior to April 2021)
- Minimal coaching provision in parks
- No community floodlit courts
- Indoor provision provided via private clubs
- Limited usage data
- Reactive maintenance undertaken
- Fees and Charges are submitted annually as part of the Councils Business Planning Process.

Each location is varied in quality and condition, further detailed analysis for each site can be found within the Councils Playing Pitch Strategy.

Prior to April 2021 there was no online booking system in place, previous historical arrangements included operation via service level agreements with the café on site at Hendon Park (bookings were managed in exchange for half of the income generated).

Bookings are charged at an hourly rate (£7) and agreed within the Council's fees and charges policy adopted each year. The current courts which adopt a pay and play model are Victoria Park (Finchley) and Hendon Park (Hendon), all remaining courts are largely free-to-play and distributed on a first-come-first-served basis. Prior to the implementation of the Councils Tennis Pilot (2020/21) the Greenspaces and Leisure Service generated between £2.5k - £4k per annum from tennis court hire.

Any individual or block bookings were previously taken over the phone by the Greenspaces Team. This resulted in an inconsistent and less efficient operation, which presented a range of issues to the service and residents. These identified challenges included:

Limited Data

The majority of playing time on the Borough's courts had been distributed on a first-come-first-served basis, which resulted in waiting times and difficulty in securing a court on which to play.

Without a formal process in place for securing court time, conflicts present themselves in relation to players remaining on court for too long, especially during peak times. With no guarantee that a court will be available, players will not travel to sites to play.

Thus, impacting the ability and potential to drive interest and participation for tennis in the borough. There was no system in place for measuring the number of players and trends across the various sites. This makes it difficult to capture and then address any lack of take-up and improve the health and wellbeing of Barnet's residents.

Managing court bookings

For the sites where a booking system was in place, the approach presented challenges on ensuring accurate information had been recorded and monies collated.

Meanwhile, there were a number of court bookings arranged for groups and coaching sessions through a manual process administered by Council officers. This was a time-intensive process and one that is difficult to enforce; groups with bookings have found themselves having to ask for other users to clear the courts they have paid to use.

Vandalism and court misuse

Tennis facilities in parks are, on occasion, subject to damage to fencing, nets, or the courts themselves. This may be due to targeted vandalism by criminals that have gained access to the facility, or it may be due to misuse of the courts. For example, using the courts for football or 'foot tennis' can damage nets, posts and fences. This increases repairs costs to the Council significantly and raises health and safety issues, and can be addressed through a more secure booking approach.

Court maintenance and investment

Court improvements have been delivered where funding has been secured; this is a less targeted approach which can allow courts to fall into a state of disrepair.

Responsive repairs are generally more costly to the Council than a programmed, regular maintenance programme. Furthermore, regular maintenance greatly reduces the risk of health and safety issues at the Council's courts.

Funding the service

The Greenspaces and Leisure service faces a challenge in ensuring its tennis provision is high quality and accessible whilst maintaining its financial viability.

4. Investment and Funding

The Council has invested in parks and open spaces in a range of capital projects over the last six years. These include simple refurbishments of play areas, improving access, and transforming spaces. However the current level of capital investment in parks is relatively modest in relation to the size of Barnet's parks portfolio, and the service has explored the potential to secure additional investment from regeneration, CIL and external funds.

Since the adoption of the Parks and Open Spaces Strategy approximately £180,000 has been spent on maintaining and refurbishing Barnet's tennis courts. With a total of £175,000 secured through Section 106 monies and external funding.

In 2020/21 the greenspaces and leisure service were successful in securing strategic CIL monies (£3.75m) to support a wide range of improvements across parks and open spaces. Approximately £0.750m of this funding has been ringfenced to deliver a Borough wide programme of refurbishment across all tennis courts in Barnet.

The Council has also been engaged with the LTA to progress a funding application under the 'Parks Investment Programme Fund' to secure grant monies (circa £400,000) which would act as a contribution towards the full refurbishment programme currently estimated to at £800,000.

The application is currently at Stage 1 with a final response and outcome expected by early 2023. Should the Council be successful in obtaining an award, a range of conditions, including establishment of a 'sinking fund' would need to be created.

The LTA are currently in the process of procuring a framework of construction partners. Once completed (anticipated January 2023) the Councils application will progress to a Stage 2 review in which the current estimates will be compared to actual current market rates.

Should the Council secure LTA funding this will augment the strategic CIL monies which have been ringfenced to deliver a Borough wide investment programme. This will be a programme of improvement led by the Council and is likely to be delivered in phases, ensuring that access is available within each Constituency at any given time.

5. The Lawn Tennis Association (LTA)

The Lawn Tennis Association's (LTA) vision for tennis which has recently been introduced following a major consultative process. The vision is 'Tennis Opened Up' and the mission is to grow tennis by making it more relevant, accessible, welcoming and enjoyable. Strategic initiatives at county and national level aim to support this.

In 2019/20 the Lawn Tennis Association's (LTA) participation team advised of a grant available for the installation of electronic gates for tennis courts within parks and open spaces. This type of grant enables local authorities to manage the usage of courts and to potentially unlock a revenue stream to support the maintenance of the facilities and other park management services.

Gate Installation and 'ClubSpark' Overview

Installation of the electronic gates work in tandem with an app which is free for a customer to download to their smart phones. A unique PIN is generated which allows access to a particular court for a specific time period. The usage of the app is free to the customer, with a small transactional fee being paid to the developer as part of each booking.

The high-level benefits of this platform are:

- Increased security for courts – introducing locks will help prevent court misuse and vandalism, increasing the longevity of a court's condition
- Efficient booking system for users – enables players to book a court for a specific time, reducing waits and conflicts presented by a first-come-first-served system
- Improved court condition and maintenance – revenue generated by bookings will fund the maintenance of the court and investment in facilities elsewhere

As part of the gate locking system review with the LTA, each site was assessed for its suitability to introduce charges and a supporting electronic gate-locking system to allow for bookings and takings. The assessment included the following elements:

- Court condition – including fencing
- Existing arrangements – including whether charging is already in place, or has been recently
- Local demand and penetration – measures devised by the LTA to assess the number of potential casual tennis players in close proximity to each court
- Number of courts and gates required

The LTA study found that Barnet had 18 courts that have the local potential for significant usage. A subsequent review undertaken by the Greenspaces and Leisure service subsequently concluded that there are an initial 10 sites which are in good condition and/or have significant potential for a return on investment using mains-powered gates funded by the LTA.

The locks require infrastructure to be put in place at the cost of the Council, which involves containment and electrical spurs being installed at each gate. The Council are then responsible for maintenance and power.

Other locking solutions are available and provided by other companies and tennis operators, including battery-powered options, which has recently been introduced by the LTA.

The site priority sites identified by the service are outlined below:

- Edwarebury Park (3 courts, 2 gates)
- Friary Park (2 courts, 1 gate)
- Hendon Park (6 courts, 3 gates)
- Mill Hill Park (3 courts, 3 gates)
- Montrose Playing Fields (2 courts, 1 gate)
- Sunnyhill Park (2 courts, 1 gate)
- Victoria Park (5 courts, 3 gates)
- Lyttelton Playing Fields (3 courts, 2 gates)
- Northway Gardens (2 courts, 2 gates)
- Old Courthouse Recreation Ground (4 courts, 2 gates)

The quality of the above courts and those not included varies significantly. When considered in conjunction with their size, popularity and potential for income.

Booking System

Prior to April 2021, Barnet was one of only nine London Boroughs which did not employ some form booking platform for its parks tennis courts. Those that do so operate a range of management models, for example:

- London Borough of Richmond-upon-Thames: manage the pay-and-play element of their offer themselves, whilst outsourcing coaching to a local sports trust. The coaching generates an annual fee of to the Council, as part of a total income.
- London Borough of Wandsworth works in partnership with tennis operator All Star, who operate 28 courts across six sites, with an offer that includes an annual membership, pay-and-play and coaching. The total income generates a profit shared between the Borough and the operator. Another operator is responsible for two further sites within the Borough, generating further income.
- London Borough of Newham work with LTA to operate four sites with 15 courts.

During 2020/21 the Council secured £16,700 through the gate access system grant. The funding supported the implementation of three gates at Victoria Park (Finchley). This location was selected based on previous management arrangements, usage (pay and play/ block bookings) and recent investment. Specific conditions of the grant included;

- Gates had to be provided and installed by the LTA's gate provider.
- The gate access system has to be installed and utilised for a minimum of five years.
- The ClubSpark booking platform will be used to manage the site for a minimum of five years from the installation date.
- No one shall be denied the right to access/use the site on the grounds of age, disability, gender reassignment, marriage or civil partnership, pregnancy or maternity, race, religion or belief, sex, sexual orientation, occupation, political persuasion, or having or not having dependants.

This opportunity enabled the Greenspaces and Leisure Service to further assess operational arrangements and establish the most appropriate model for future delivery.

6. Management Models

Broadly, there are three operational models available to local authorities:

1. In-house management – involves the local authority taking all income from bookings but also being responsible for the continued maintenance of courts in the form of a sinking fund.
2. Outsourced to a leisure or tennis operator – either a leisure or specialist tennis operator takes on the responsibility for the courts under a lease, and an annual fee is agreed between the local authority and operator; the sinking fund might be the responsibility of either party.
3. Outsourced to a tennis club – similar to the above model, but with a significant focus on community use built into any use.

The table below summarises the key considerations in the management approaches;

	In-house management	Outsourced to operator /Club
Court maintenance	Facility refurbishment and redevelopment remains responsibility of local authority	Facility refurbishment and redevelopment remains responsibility of local authority
Gate installation	Co-ordinated by Council, with support of grant funding	Funded by Council, co-ordinated by operator
Income	Net income retained by Council	Net income split with operator, portion-share to be agreed
Ongoing costs	Gate maintenance, communications, customer service etc funded by Council	Gate maintenance, communications, customer service etc funded by operator
Customer service	Led by G&L service with support of LTA app or other technology	Led by operator with own technology and staff
Communications and participation	Led by local authority, including signage and engagement with local coaches and community groups	Operator to run own public engagement strategy, including coaching schemes, community group bookings and signage/online communications

The coronavirus pandemic and subsequent lockdowns have resulted in an increased usage and focus on Barnet’s parks and green spaces. However, there is little appetite for a local club to take on management of one or more court. Similarly, the number of leisure or tennis operators that would be interested in taking on a lease for one or more of the Council’s sites is presently limited owing to the existing economic climate.

7. Pilot scheme

To assess the most efficient operating model and one which aligns with the Councils priorities, a ‘Pilot Scheme’ was delivered between September 2020 – December 2021.

The Pilot tested two operating models for public tennis courts.

- An in-house model using a bookings system provided by The Lawn Tennis Association (LTA),
- 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.

The following systems were reviewed for implementation:

- No booking system, locks or charging – retaining courts that are free-to-play and playing time is distributed on a first-come-first-served basis
- Locks and booking system introduced, no charges – this would ensure fair use and security at the costs, with no immediate revenue for the Council

- Locks and booking system introduced, with fees & charges – this is the proposed option for sites with high state of readiness

Both the LTA and third-party operator were appointed through a Single Tender Action in line with Council's Contract Procedure Rules, documented and approved through a Chief Officer Decision (COD) in July 2020. The COD also set out the details of the initial capital set up and ongoing revenue costs, a breakdown of these costs can be found below.

The charges applied to both Victoria Park and Hendon Park were below the existing approved Council Fees and Charges (2020/21) 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.

Prior to the implementation of the two pilots the Greenspaces Team engaged with other boroughs to consider other management models. Most other boroughs either operated an in house or outsourced model. Some boroughs outsourced their operations to their leisure provider.

The following four sites were selected for the Pilot, due to their differing characteristics and potential to gather evidence on usage, court condition, demographic, investment, income potential:

Table 1 – Tennis Pilot Sites

	Victoria Park	Montrose Playing Fields	Hendon Park	Edgwarebury Park
Ward	West Finchley	Burnt Oak	West Hendon	Edgware
Courts & gates	5 courts serviced by 3 gates	2 courts serviced by 1 gate	6 courts serviced by 3 gates	3 courts serviced by 2 gates
Condition	New courts and fencing	New courts and fencing	Reasonable condition	Good condition
Booking & charging history	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
To be operated by	LBB supported by LTA's Rally app	LBB supported by LTA's Rally app	Premier Tennis third party operator	Premier Tennis third party operator
Locks installed by	LTA – LBB to arrange supporting infrastructure	No locks required	Operator, at cost to LBB	No locks required
Fees & charges	£7 and £3.60 (concessionary) per court per hour in line with approved Fees & Charges	Free to play	£7 and £3.70 (concessionary) per court per hour in line with approved Fees & Charges	Free to play
Income	Net income	No income	Profit share with	No profit to share

arrangements retained by LBB the operator

Table 2 below sets out the performance of the two pilots from September 2020-September 2021 (recorded 12 months). A general summary overview highlighted;

- A total of 21,457 bookings were generated across all four sites.
- Victoria Park and Edgwarebury Park generated the most bookings.
- Montrose Playing Fields and Edgwarebury Park had the highest utilisation rates (both at 75%)
- Hendon Park had the lowest utilisation rate (at 25%).
- Both Victoria Park and Hendon Park exceeded the projected levels of income.
- Of the fee-paying sites, Victoria Park generated the highest net income (£35,211.20)
- Feedback received from groups in relation to the online booking system, specifically the ability to secure block bookings.

Table 2 – Performance data September 2020-September 2021

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

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.

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

	LBB Capital	LBB Revenue	Externally funded
X3 Access gate	Nil	Nil	£16,700.00
Installation of Electricity supply	£3,295.00	Nil	Nil
Annual costs for gate operations	Nil	£1,033.40	Nil

Table 3.2 – Hendon Park Capital and Revenue Costs

	LBB Capital	LBB Revenue	Externally funded
X3 Access gate	Nil	£4,500 ³	Nil
Installation of Electricity supply	Nil	Nil	Nil
Annual costs for gate operations	Nil	Nil	Nil

³ - Costs offset by income received from operator

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

During the pilot phase the Greenspaces Team explored moving the existing block bookings at Victoria Park to the online booking's portal allowing the groups to self-serve. However, concerns were raised by user groups in respect of this method and the Council continued to process block booking requests only.

Regardless of the implementation of any bookings, management or charging model the council is not proposing to change the existing block bookings system and all existing bookings will be protected under their current agreements.

8. Current Operating Model & Usage

Following the conclusion of the Tennis Pilot Scheme the following actions we taken

Hendon Park and Edgwarebury Park were transferred over from the third-party contractor to the in-house management system from April 2022

All the borough's parks tennis courts were added to the online booking system as free to play sites without access control gates from April 2021

An income target was added to the councils Medium Term Financial Strategy (MTFS) specifically related to tennis courts in Barnet's parks and open spaces as set out below

2022/23	2023/24	2024/25	TOTAL
£20,000	£38,000	£37,000	£95,000

The MTFS target for 2022/23 will be met from income generated through pay and play charges for Victoria and Hendon Parks.

Annual maintenance costs associated with the access control gates is presently managed within the Greenspaces revenue budgets.

There were no additional associated with the roll out of the bookings system across all sites as the system was only to be used for free to play bookings.

Current Usage

Table 4 below shows the total number of bookings for all parks tennis courts for the period of 1 July 2021 – 30 June 2022

Table 4 – Tennis court usage for all parks tennis courts 1 July 2021 – 30 June 2022

Park	Number of bookings	Number of Courts	Bookings per Court
Bethune Recreation Ground	544	1	544
Bittacy Hill Park	768	2	384
Cherry Tree Wood	5,133	2	2,567
Childs Hill Park	1,466	2	733
Edgwarebury Park	3,087	2	1,544
Friary Park	1,273	2	637
Halliwick Recreation Ground	330	2	165
Hendon Park	3,265	6	544
Lyttleton Playing Fields	1,937	3	646
Mill Hill Park	2,639	3	880
Montrose Playing Fields	3,583	2	1,792
New Southgate Recreation Ground	110	2	55
Northway Gardens	208	5	42
Oak Hill Park	3,438	3	1,146
Old Courthouse Recreation Ground	1,146	6	191
Princes Park	488	2	244
Rushgrove Park	261	2	131
Stonegrove Park	890	1	890
Sunnyhill Park	1,512	3	504
Tudor Sports Ground	595	1	595
Victoria Park	5,173	5	1,035
West Hendon Playing Fields	54	1	54
TOTALS	37,900	58	15,319

9. Future Operating Model

The below tables consider the Strengths Weaknesses Opportunities and Threats associated with the two management models (tested as part of the Pilot) and a do-nothing option.

Management Model	Description	Score ⁴
Do Nothing	Return to the previous system of free to play with no bookings system.	-7
In house model	Continue with the LTA bookings portal and seek to increase the number of paid for sites across the borough	8
Third party operator model	Procure a single operator to manage and operate all of the parks tennis courts	5

4 – The scoring methodology used for the options appraisals was developed by the Greenspaces and Leisure Team in order to quantify the positive (strengths & opportunities and negative impacts (weaknesses & threats) for each option.

Table 5.1 – Management Model – Do Nothing

	Do Nothing Return to the previous system of free to play with no bookings system.	Score
Strengths	• This approach would remove any barriers to users being able to book	2

(+5)	online.	
Weaknesses (-5)	<ul style="list-style-type: none"> The council would not be able to gather any usage data that could be used to apply for improvement grants. The council would not be able to gather any income that could be used to offset the cost of maintenance and future improvements. 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. 	-5
Opportunities (+5)	<ul style="list-style-type: none"> None 	0
Threats (-5)	<ul style="list-style-type: none"> The council would have to pay back the LTA gate grant associated with Victoria Park. There would be no system to manage and control unlicensed coaches from taking over court. 	-4
Final Score		-7

Table 5.2 – Management Model – In House Model

	In house model Continue with the LTA bookings portal and seek to increase the number of paid for sites across the borough	Score
Strengths (+5)	<ul style="list-style-type: none"> This approach would allow for continued gathering of usage data that could be used to evidence need when applying for external funding. The income generated would be used to offset the cost of the management and maintenance of the borough's parks and open spaces. The council would not have to repay the LTA gate grant associated with Victoria Park. A single management and bookings system across all sites would avoid any confusion to residents and users. 	5
Weaknesses (-5)	<ul style="list-style-type: none"> 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. The council would need to invest its own capital monies in order to ensure courts are of a high quality. 	-1
Opportunities (+5)	<ul style="list-style-type: none"> 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. 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 as and when is required to maintain the quality of service and continued usage. The Greenspaces Team has a capital allocation within the capital programme that could fund any improvements required. 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. 	4
Threats (-5)	<ul style="list-style-type: none"> None 	0
Final Score		8

Table 5.3 – Management Model – Third Party Operator Model

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

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

10. Types of Charging Models

As part of this appraisal the Council consulted with the LTA to understand how other Councils (including City of London and Royal Parks) in London managed their parks tennis courts. This is summarised by;

	Number	Notes
Total number of Authorities	34	Includes City of London and The Royal Parks
Those with online booking	26	
Those with access control gates	14	
Those with Pay and Play Courts	25	Court prices range from £3-£23 (Adults) Free-£9 (Concessionary)
Those offering a season ticket	6	Season Tickets range from £22-£55

The below tables consider the Strengths Weaknesses Opportunities and Threats associated with the five charging models including a Free to Play option.

Charging Model	Description	Score⁴
Free to Play	Make all courts free to play across all sites	-2
Full Charging Model	Introduce pay and play across all sites	1
Mixed Charging Model	A mixed economy of Free to Play other Pay and Play sites	3
Peak/Off-Peak Charging Model	A mixed pricing and free to play structure on all sites based on peak periods of usage.	3

Annual Season Ticket –	Nominal annual fee charged for two 1-hour tennis bookings per week available across all sites. Further courts would be at pay and play rates. Additionally, a provision of three hours per court per day of free to play for all sessions would be included.	6
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4 – The scoring methodology used for the options appraisals was developed by the Greenspaces and Leisure Team in order to quantify the positive (strengths & opportunities and negative impacts (weaknesses & threats) for each option.

Table 6.1 – Charging Model – Free to Play

	Free to Play	Score
Strengths (+5)	<ul style="list-style-type: none"> This approach would remove any barriers associated with paying for court usage. This approach would align with views from users gathered through the consultation process. 	3
Weaknesses (-5)	<ul style="list-style-type: none"> The council would not be able to gather any income that could be used to offset the cost of maintenance and future improvements. This would leave a budget pressure of £95,000 by 2024 as part of the MTFS savings plans as noted in section 2.1.3 of this document. No additional access control gates could be installed due to budget pressures for maintaining them. 	-3
Opportunities (+5)	<ul style="list-style-type: none"> The council would be able to gather usage information from court bookings and track participation. 	1
Threats (-5)	<ul style="list-style-type: none"> This would reduce the council’s ability to secure external investment from the LTA. The council would not be able to put money into a sinking fund to safeguard future court quality. Without access control gates the council cannot manage users booking and not turning up for courts (non-arrivers) thus taking away usable time slots. 	-3
Final Score		-2

Table 6.2 – Charging Model – Full Charging Model

	Full Charging Model across all sites	Score
Strengths (+5)	<ul style="list-style-type: none"> This approach puts the service in a strong position to meet the MTFS target. Access control gates could be installed across all sites thus managing non-arrivers 	2
Weaknesses (-5)	<ul style="list-style-type: none"> This approach would not meet with the views on charging for courts expressed through the recent consultation. 	-1
Opportunities (+5)	<ul style="list-style-type: none"> External capital funding through the LTA would be available to the council to invest in courts. Revenue could be placed into a sinking fund to safeguard future court quality and condition. The council would be able to gather usage information from court bookings and track participation. 	3
Threats (-5)	<ul style="list-style-type: none"> This approach would be a barrier to participation for some users due to affordability. Paying to play could drive down participation numbers. Risk of not generating enough income to cover management and sinking fund costs for the whole portfolio. 	-3

Final Score 1
Table 6.3 – Charging Model – Mixed Charging Model

	Mixed Charging Model – some sites Free to Play other Pay and Play	Score
Strengths (+5)	<ul style="list-style-type: none"> This approach puts the service in a strong position to meet the MTFs target. Access control gates could be installed across all sites thus managing non-arrivers Free sites go some way to mitigate consultation responses on court charging. 	3
Weaknesses (-5)	<ul style="list-style-type: none"> This approach would not completely meet with the views on charging for courts expressed through the recent consultation. Potential for more pressure on free to play sites 	-2
Opportunities (+5)	<ul style="list-style-type: none"> External capital funding through the LTA would be available to the council to invest in courts. Revenue could be placed into a sinking fund to safeguard future court quality and condition. The council would be able to gather usage information from court bookings and track participation. Participants could select a free to play or pay and play site. 	5
Threats (-5)	<ul style="list-style-type: none"> This approach would be a barrier to participation for some users due to affordability. Paying to play could drive down participation numbers. Risk of not generating enough income to cover management and sinking fund costs for the whole portfolio. 	-3
Final Score		3

Table 6.4 – Charging Model – Peak/Off Peak Charging Model

	Peak/Off-Peak Charging Model – A mixed pricing and free to play structure on all sites based on peak periods of usage.	Score
Strengths (+5)	<ul style="list-style-type: none"> This approach puts the service in a strong position to meet the MTFs target. Access control gates could be installed across all sites thus managing non-arrivers Free periods and off-peak rates go some way to mitigate consultation responses on court charging. 	3
Weaknesses (-5)	<ul style="list-style-type: none"> This approach would not completely meet with the views on charging for courts expressed through the recent consultation. Model would increase back-office costs in administering the peak and off peak periods. 	-2
Opportunities (+5)	<ul style="list-style-type: none"> External capital funding through the LTA would be available to the council to invest in courts. Revenue could be placed into a sinking fund to safeguard future court quality and condition. The council would be able to gather usage information from court bookings and track participation. Peak and off-peak sessions could be flexed around school holidays. 	5
Threats (-5)	<ul style="list-style-type: none"> This approach would be a barrier to participation for some users due to affordability. Paying to play could drive down participation numbers. 	-3

	<ul style="list-style-type: none"> • Risk of not generating enough income to cover management and sinking fund costs for the whole portfolio. 	
Final Score		3

Table 6.5 – Charging Model – Annual Season Ticket

	Annual Season Ticket – Nominal annual fee charged for two 1-hour tennis bookings per week available across all sites. Further courts would be at pay and play rates. Additionally, a provision of three hours per court per day of free to play for all sessions would be included.	Score
Strengths (+5)	<ul style="list-style-type: none"> • This approach puts the service in a strong position to meet the MTFS target. • Access control gates could be installed across all sites thus managing non-arrivers • Free hours will provide access for all and help to mitigate the introduction of a wider charging policy 	3
Weaknesses (-5)	<ul style="list-style-type: none"> • This approach would not completely meet with the views on charging for courts expressed through the recent consultation. 	-1
Opportunities (+5)	<ul style="list-style-type: none"> • External capital funding through the LTA would be available to the council to invest in courts. • Revenue could be placed into a sinking fund to safeguard future court quality and condition. • The council would be able to gather usage information from court bookings and track participation. • By keeping the season ticket at a nominal value tennis would remain affordable and accessible. 	5
Threats (-5)	<ul style="list-style-type: none"> • Users may take out multiple season tickets to avoid pay and play rates 	-1
Final Score		6

Results from the consultation note that many users were opposed to a charging model being introduced across the portfolio however there is a revenue implication in relation to the management and maintenance of the courts and a cost associated with safeguarding future capital works to sustainably maintain the courts to high standard.

A season ticket model will provide an affordable option for residents to access tennis across the borough and will allow the council to safeguard future investment through the creation of a sinking fund for all sites and for each court.

11. Financial Modelling

A high-level business plan has been developed to providing the Council with an indication of the potential revenue position based on the following:

- Expansion of the existing and approved tennis court fees and charges to all tennis courts in parks
- Continuation of Block Bookings (protection of existing arrangements).
- The introduction of an Annual Season Membership

- Free to use access (provided during peak and off peak periods)

Annual Membership

The updated and proposed management model seeks to introduce a new ‘Annual Membership’ for Adults/ Concessions competitively priced at £35 per annum and £15 per annum respectively, providing access to two 1-hr slots per week. This point provides an affordable opportunity (which is equal to five pay and play bookings at the current rate) and responds directly to the consultation results which presented a strong desire for a ‘membership’ based offer.

Residents who purchased a ‘Membership’ would be permitted to book two 1-hour slots per week, 52 weeks of the year at any court across the borough, this would equate to £0.34p for adult season ticket holders and £0.14p for concessionary season ticket holders.

In comparison players playing two hours per week under the current pricing structure would equate to £728 per annum for adults and £384.80 per annum for concessionary players. This proposal is considerably lower and encourages participation across all user groups, ages and abilities.

Any additional court bookings beyond the two 1-hour slots per week would be paid for at the pay and play rate. In addition Membership holders would be permitted to access the ‘free to play’ slots across the Borough, however this would utilise one of their two 1-hr slots per week.

Assumed Modelling:

Table 7.1 – Season ticket prices

Type	Price	Notes
Adult	£35.00	Equal to five pay play bookings at the current rate
Concessionary⁵	£15.00	Equal to four pay and play bookings at the current rate

5 – Under 16’s and Over 60’s

Table 7.2 – Estimated season ticket sales

Type	Price
Total No bookings⁶	37,900
Estimated season ticket sales	9,000 ⁷

6 – As shown in Table 4

7– Assumed ¼ of total bookings take up a season ticket, allows for users playing multiple times per week and non-take up of scheme

Table 7.3 – Projected income

Season Ticket Type	Estimated sales	Projected Income
Adult	4,500	£157,500
Concessionary	4,500	£67,500
TOTAL	9,000	£225,000

The council has the opportunity to secure external funding through the LTA to invest in the Barnet's parks tennis courts across the whole borough. In order to secure the funding the council would need to agree to put £1,200 per court per year into a sinking fund.

The sinking fund will safeguard the tennis courts quality as a future funding pot for resurfacing and painting as and when required.

Additionally, the council can access further funding through the LTA to install access control gates on all parks sites. The gates will ensure that the courts are not being used for other purposes (dog walking, football etc) that cause damage to the courts and equipment as well allowing for reporting and tackling of non-arrivers (users who book courts and don't turn up and so take a facility away from other users).

Table 8 – Financial breakdown of income and costs

	2022/23	2023/24	2024/25
MTFS TOTAL Target	£ 20,000.00	£ 58,000.00	£ 95,000.00
Annual Sinking Fund		£ 34,800.00	£ 69,600.00
Annual gate costs	£ 10,953.40	£ 10,953.40	£ 10,953.40
TOTAL Target	£ 30,953.40	£ 103,753.40	£ 175,553.40
No Season Tickets to match target		4,150	7,000

Table 8 shows that by 2024/25 only 7,000 season tickets would need to be sold to support delivery of the MTFS target, sinking fund and annual gate costs.

A conservative number of 9,000 season tickets has been projected based on the number of tennis bookings over the last year.

Any surplus income generated is assumed to be reinvested back into the management of the parks and open spaces.

12. Consultation

In considering the expansion of a pay and play model for tennis courts and to inform a recommended approach, between the 08 August and 19 September 2022 the council carried out public consultation via Engage Barnet in order to:

- Understand the local demand and interest in playing tennis
- Explore the options with the tennis community for parks tennis management that could apply based on ideas and good practice elsewhere
- explore the expansion of the fees and charges model applied for tennis court hire.
- explore the potential for the future operation and/or management of parks tennis.

The income generated from the pay and play charges will be used to contribute towards the upkeep and maintenance of the tennis courts and gates. This income will also help alleviate the budget gap as outlined in the council's Medium Term Financial Strategy.

In summary, the consultation was administered as follows:

- The Consultation was open for six weeks, from 08 August 2022 to the 19 September 2022 inclusive.
- The consultation was published on Engage Barnet <http://engage.barnet.gov.uk>.
- Respondent's views were gathered via an online survey. Paper copies of the questionnaire were also made available on request. A number of responses were also received via email.
- Relevant members of the Council were contacted and made aware of the consultation.
- The consultation was promoted via posters in and around the respective parks with outdoor tennis courts.

The questionnaire was developed to ascertain how the tennis courts are currently used and to gauge opinions on the proposed pay and play structure.

To enable further understanding and to permit residents the opportunity to express their views:

- An open-ended question, where respondents were invited to write any further comments on the proposals, well as more general comments was included;
- As were key demographic questions to help understand the views of different demographic groups.

A total of 486 responses were received, in addition to 3 responses via email. The key findings of the consultation are as follows;

- Key motivations (users and non-users) to play tennis related to suitable surface play, availability of courts and ability to book in advance.
- 315 respondents identified themselves as casual users, 66 block booking and 35 respondents identified as participating in coaching sessions.
- Most of the preferred court use was evenly split throughout the day with 33% preferring AM (07:00- 11:00) and 37% PM (17:00-20:00)
- Frequency of play appears consistent across all seasons, with Spring/Summer narrowly increasing on play time.
- 191 out of 217 respondents who provided an answer on the booking system strongly agreed/tended to agree it was clear and easy to find and access.
- 189/217 noted that it was easy to book a timeslot and only 10 respondents preferred historical arrangements (payment through café).
- 266 out of 389 respondents (68%) of respondents said they would like to see tennis coaching operated in parks via either a drop in/flexible coaching session or a licensed coach in a park.
- In respect of applying a future charging model; 235 out of 389 respondents answered 'no charge applied' with the remaining responses distributed across pricing as a flat rate, by day and time, by season, by user group and by user category.
- 289 out of 389 respondents also showed interest in both seasonal / annual memberships for individual and family (for both children and adults).

A full consultation report can be found in Appendix B- Tennis Consultation Report.

13. Promoting Tennis

There is huge potential for the Council to build on the existing relationship with the Fit and Active Barnet Partnership Board and the LTA to proactively build on what already exists to support and encourage people to play tennis.

A community development approach that focuses on research and mapping about the current context, building on what already exists using proactive outreach and ensuring the tennis community are involved in any promotional / campaign activities.

Through market research it has also become evident that Boroughs with well-established management models have a clear communication strategy in place. This specifically focuses on 'branding' tennis to support promotions and activities.

Examples of this include 'Tower Hamlets Tennis' and 'Play Tennis Waltham Forest' which both have dedicated websites relating to all information Tennis.

In delivering a programme of investment, it will be important for the Council to develop an identity for tennis in Barnet alongside the development and delivery of a communications plan. This plan will need to address as a minimum;

- Identity for Tennis in Barnet
- Booking procedure
- Programme (including promotional activities)
- Pricing Structure
- Court Improvement Programme
- FAQs
- Contact Information (including complaint procedure)

14. Summary and Conclusion

The analysis has covered both the financial and non-financial implications of different management vehicles and has covered a wide range of potential options, including:

- Continued in-house management;
- Outsourced management

Alongside assessing the different management options, the report has sought to review existing performance and identify areas of strength and weakness. This has then been used to inform the financial modelling of the options alongside the results of the public consultation, but provides useful information in its own right, in terms of potential short-term areas to focus on in ensuring high quality services / facilities.

The preferred management option identified is for the Council to retain the management and operation of the Boroughs tennis courts. This route currently provides the Council with the greatest potential to maximise participation whilst creating a sustainable business model.

Other key benefits include the ability to;

- Deliver improvements in Tennis which contribute to making Barnet's parks and green spaces 'among the best in London'
- Support the health and wellbeing of Barnet's residents through the provision and protection of fit-for-purpose sports facilities.
- Increase satisfaction across Parks and Open Spaces through a programme of targeted investment.
- Support the financial sustainability of the service through the expansion of a pricing structure, guided by the results of the public consultation.
- Protect community assets through the introduction of gated technology.
- Enable a more streamlined customer journey to access booking tennis courts in Barnet.

[..\2 - Options\200623 Tennis Modelling - LBB.xlsx](#)

Tennis in parks – Parks Consultation 2022

Final Consultation Report

**08 August 2022 to 19 September 2022
Public Consultation**

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1. Consultation Methodology and Respondents

The council is considering the introduction of a pay and play model for tennis courts, for the purpose of generating income that would be used to offset the costs of maintaining the borough's tennis courts in parks and open spaces. As part of informing this proposal, between the 08 August and 19 September 2022 the council carried out public consultation in order to:

- Understand the local demand and interest in playing tennis
- Explore the options with the tennis community for parks tennis management that could apply based on ideas and good practice elsewhere
- explore the expansion of the fees and charges model applied for tennis court hire.
- explore the potential for the future operation and/or management of parks tennis.

The income generated from the pay and play charges will be used to contribute towards the upkeep and maintenance of the tennis courts and gates. This income will also help alleviate the budget gap as outlined in the council's [Medium Term Financial Strategy](#).

1.1 Technical details and method

In summary, the consultation was administered as follows:

- The Consultation was open for six weeks, from 08 August 2022 to the 19 September 2022 inclusive.
- The consultation was published on Engage Barnet <http://engage.barnet.gov.uk>.
- Respondent's views were gathered via an online survey. Paper copies of the questionnaire were also made available on request. A number of responses were also received via email.
- Relevant members of the Council were contacted and made aware of the consultation.
- The consultation was promoted via posters in and around the respective parks with outdoor tennis courts.

1.2 Questionnaire design

The questionnaire was developed to ascertain how the tennis courts are currently used and to gauge opinions on the proposed pay and play structure.

To enable further understanding and to permit residents the opportunity to express their views:

- An open ended question, where respondents were invited to write any further comments on the proposals, well as more general comments was included;
- As were key demographic questions to help understand the views of different demographic groups.

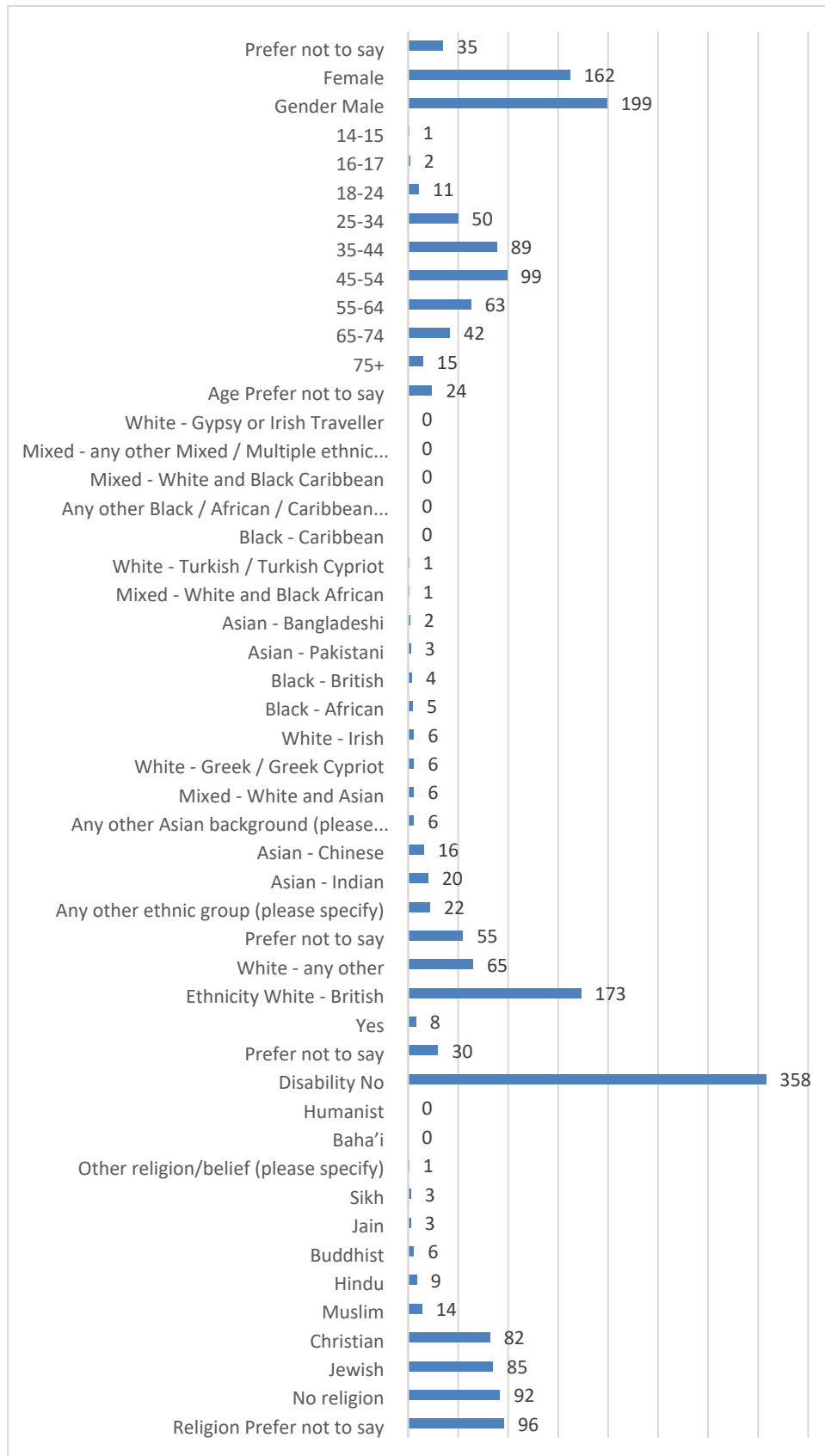
1.3 Response to the consultation

A total of 486 residents took part in the online questionnaire. In addition, a further 3 responses were received via email - included in annex 11.

1.4 Respondent profile from questionnaire

The chart below (Figure 1) shows the demographic profile of those who responded to consultation questionnaire.

Figure 1: Respondents' demographics



1.5 Interpretation of the results

In terms of the results of the questionnaire it is important to note that:

- The public consultation is not representative of the overall population of Barnet but provides information, in particular on the opinion of a specific demographic of residents and stakeholders who are more engaged with the council and their local park.
- All open-ended responses to the public consultation have been classified based on the main themes arising from the comment, so that they can be summarised.

1.6 Calculating and reporting on results

The results for each question are based on “valid responses”, i.e. all those providing an answer (this may or may not be the same as the total sample) unless otherwise specified. The base size may therefore vary from question to question.

2. Consultation Results

The results are provided under the following headings:

- Online questionnaire
- Other Contact including emails and phone calls.

2.1 Online Questionnaire

Residents were asked a series of questions in order to further consider how public tennis courts are managed in a sustainable way that provides good quality tennis provision across Barnet.

Section 1: Parks and tennis court usage

i. Do you visit any of the following parks in Barnet?

In summary:

- 481 people answered this question, 5 people chose to skip the question.
- The top 5 parks are listed below.
- The full breakdown of these responses is provided in Annex 1 of this report.

Answer Choices (Top 5)	Responses	%
Victoria Park	135	28%
Cherry Tree Wood	89	19%
Friary Park	84	17%
Mill Hill Park	81	17%
Lyttelton Playing Field	76	16%

Respondents could select multiple responses

i. Have you played tennis in the council's tennis courts in parks, within the last 12 months?

In summary:

- 486 people answered this question.

Answer Choices (Top 5)	Responses	%
Yes	392	81%
No	94	19%

*Those who answered 'yes', were routed to Section 2 – Tennis use in Parks

ii. Out of the options below, please tick the statement that most closely applies to you.

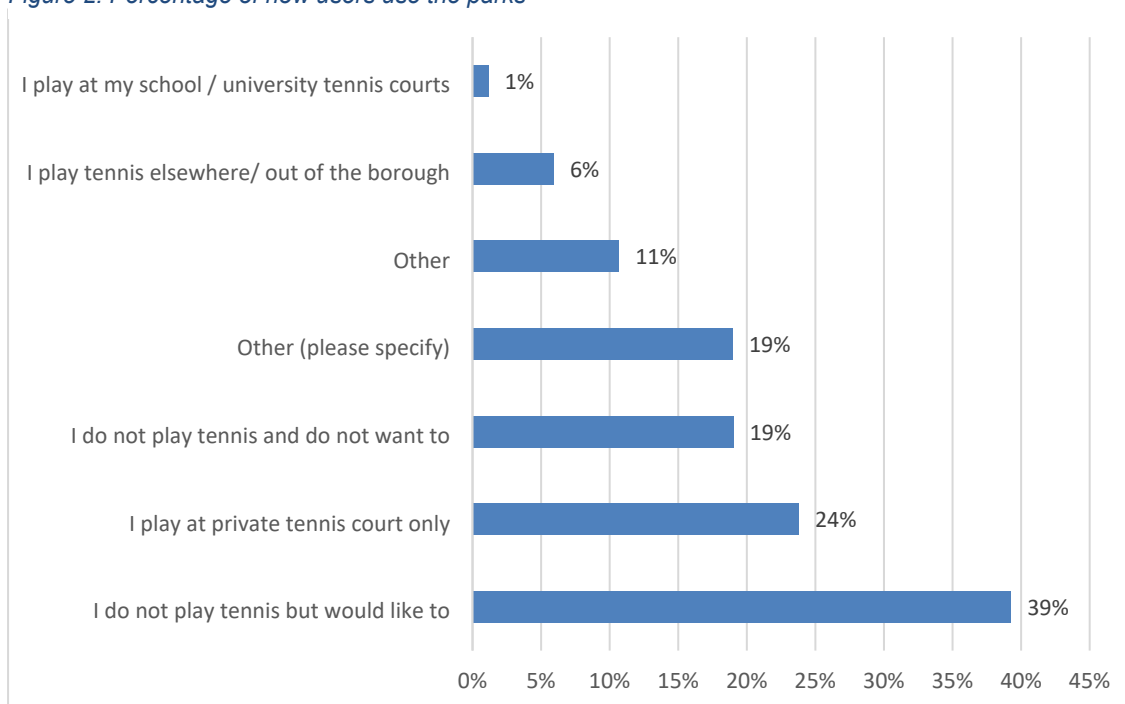
In summary:

- 84 people answered this question, 402 people either skipped the question or were routed to Section 2. Those who selected 'yes' to question two were routed to section 2 – Tennis in parks.
- 16 respondents provide a response under 'Other' with specifications, all of which have been coded against the relevant choices included as part of the question. The full breakdown of these responses is provided in Annex 2 of this report.

Answer Choices	Responses
I do not play tennis but would like to	33
I play at private tennis court only	20
I do not play tennis and do not want to	16
Other (please specify)	16
Other	9
I play tennis elsewhere/ out of the borough	5
I play at my school / university tennis courts	1

Respondents could select multiple responses

Figure 2: Percentage of how users use the parks



iii. Respondents were asked ‘Would you like to use council owned tennis courts in Barnet Parks?’

In summary:

- 84 people answered this question, 402 people either skipped the question or were routed to Section 2. Those who selected ‘yes’ to question two were routed to section 2 – Tennis in parks.

Answer Choices (Top 5)	Responses	%
Yes	67	80%
No	17	20%

Respondents could select multiple responses

iv. Respondents were asked ‘What would motivate you to play more tennis in Barnet parks?’

In summary:

- 63 respondents answered this question, with 21 respondents choosing to skip.

Answer Choices	Responses
Suitable surface to play	40
Ability to book courts in advance	38
Courts available when I want to play	35
Floodlights/ Well-lit courts	29
Low-cost sessions with a coach	27
Someone to play with	24

Free programme of tennis activities	22
Other facilities nearby (e.g., café)	15
Joining a local league	4
Other (please specify)	7

Respondents could select multiple responses

v. Respondents were asked ‘When would be your preferred time to play tennis?’

In summary:

- 63 respondents answered this question, with 21 respondents choosing to skip.
- There was a fairly even split amongst responses.

Answer Choices	Responses	
Morning (7am - 11:00am)	33%	21
Afternoon (12pm - 4pm)	30%	19
Evening (5pm - 8pm)	37%	23

Section 2: Tennis use in Parks

vi. Respondents were asked ‘which of our parks do you use to play tennis, and which do you use most often to play tennis?’

In summary:

- 408 respondents answered this question, with 78 respondents choosing to skip.
- Those who selected ‘no’ to question two (ii) were routed to Section 3 – Booking and management system.
- The top 5 responses are listed below. The full breakdown of these responses is provided in Annex 3 of this report.

Parks used to play tennis (Tick all that apply)	%	Response
Victoria Park	78%	76
Cherry Tree Wood	82%	41
Oak Hill Park	83%	35
Northway Gardens	79%	34
Lyttelton Playing Field	69%	33
Mill Hill Park	72%	33

Park used <u>most often</u> to play tennis (Tick one option only)	%	Response
Victoria Park	59%	57
Old Courthouse Recreation Ground	68%	36
Cherry Tree Wood	54%	27

Mill Hill Park	59%	27
Lyttelton Playing Field	52%	25
Montrose Playing Field	71%	24

Respondents could select multiple responses

vii. Respondents were asked ‘Looking at the statements below, how do you normally use the tennis courts in parks?’

In summary:

- 416 people responded while 70 chose to skip and/or were routed to Section 3 – question 11.

Answer Choices	Responses	
I'm a casual tennis player	76%	315
I'm a block/club booking participant	16%	66
I've attended a tennis coaching session	8%	35
Other (please specify)	0%	0

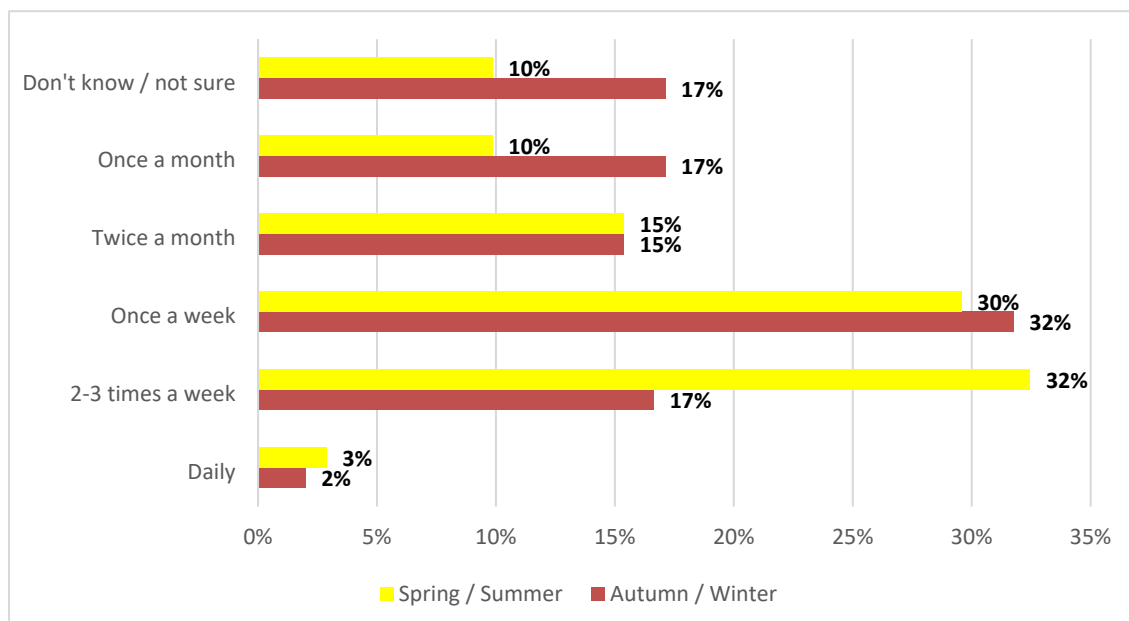
viii. Respondents were asked: How often do you play tennis in our parks in Spring / Summer and Autumn / Winter?

In summary:

- 416 respondents answered the question, while 70 chose to skip.
- During Spring/ Summer 32% of respondents played at least 2-3 times a week, while in Autumn/ Winter 32% of respondents played tennis once a week.

	Daily	2-3 times a week	Once a week	Twice a month	Once a month	Don't know / not sure
Spring / Summer	12	135	123	64	41	41
Autumn / Winter	8	67	128	62	69	69

Figure 3: Percentage of how often people play tennis in parks during the year

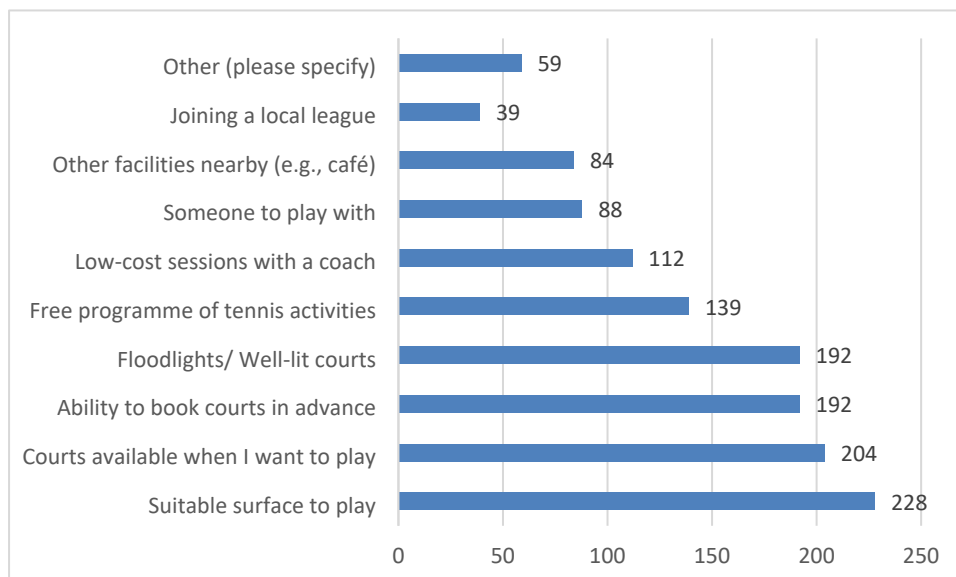


ix. Respondents were asked: What would motivate you to play more tennis in Barnet parks?

In summary:

- 416 respondents answered the question, while 70 chose to skip.
- Under 'Other' 23 respondents noted 'free access' as a motivation for them to play more tennis.

Figure 4: Respondents answers



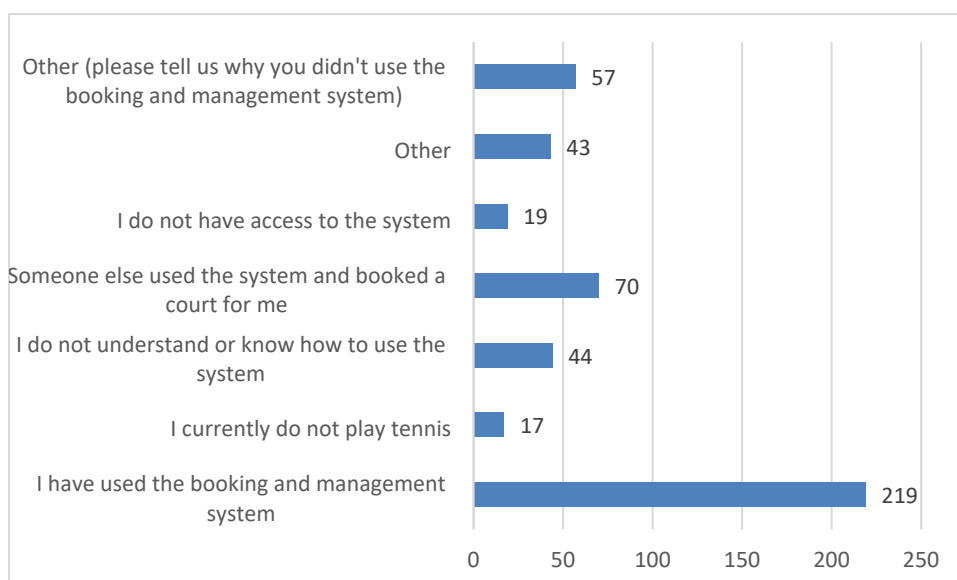
Section 3: Booking and management system

- x. Respondents were asked: Have you used the online tennis booking and management system and if not, was it due to one of the following reasons below?

In summary:

- 412 respondents answered the question, with 74 choosing to skip.
- Those who have used the booking and management system (219) proceed on to the second question, while those who have not or selected 'other' proceed to section 4: Tennis courts quality.
- The full breakdown of these responses is provided in Annex 4 of this report.

Figure 5: Respondents answers



- xi. Respondents were asked: Referring to your experience with using the online booking system, to what extent do you agree or disagree with the following statements?

In summary:

- 217 respondents answered the question with 269 choosing to skip or were routed to Section 4: Tennis courts Quality.

	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree	Don't know/not sure
It was clear and easy to find and access the booking system	98	93	7	10	8	1

It was clear and easy to use and book a time slot.	104	85	9	13	4	1
I preferred the old way of booking (paying through the café)	5	5	19	34	121	27
Overall, I am satisfied with the booking system	91	88	15	13	6	2

- Of those who have used the booking system, the top responses are listed below.

Answer	Response	
It was clear and easy to find and access the booking system	Strongly agree	45% (98)
It was clear and easy to use and book a time slot.	Strongly agree	48% (104)
I preferred the old way of booking (paying through the café)	Strongly disagree	57% (121)
Overall, I am satisfied with the booking system	Strongly agree	42% (91)

xii. Respondents were asked: When using the online system, were you able to book the time slot you required?

In summary:

- 216 respondents answered this question, with 270 respondents choosing to skip or were routed.
- Those who selected 'Yes – all the time' were routed to question 14.
- Those who selected 'Yes – sometimes' or 'No – never' were routed to question 15.

Answer Choices	Responses	
Yes – all the time	35%	75
Yes - sometimes	62%	133
No - never	4%	8

xiii. Respondents were asked: If you were able to book the time slot you required, what days and times did you routinely book?

In summary:

- 70 respondents answered this question, with 270 respondents choosing to skip or were routed to question 15 or section 4.

- The top times people were able to book are listed below.
- The full breakdown of these responses is provided in Annex 5 of this report.

Days people <u>were</u> able to book		
Monday	Evening	31%
Tuesday	Evening	28%
Wednesday	Evening	38%
Thursday	Evening	41%
Friday	Evening	45%
Saturday	Afternoon	65%
Sunday	Morning	64%

xiv. Respondents were asked: If you were unable to book your preferred time, what time were you unable to book for?

In summary:

- 107 respondents answered this question, with 379 respondents choosing to skip or were routed to section 4 or question 16.
- The top times people weren't able to book are listed below.
- The full breakdown of these responses is provided in Annex 6 of this report.

Days people weren't able to book		
Monday	Evening	53%
Tuesday	Evening	55%
Wednesday	Evening	64%
Thursday	Evening	60%
Friday	Evening	55%
Saturday	Afternoon	86%
Sunday	Morning	82%
Sunday	Afternoon	82%

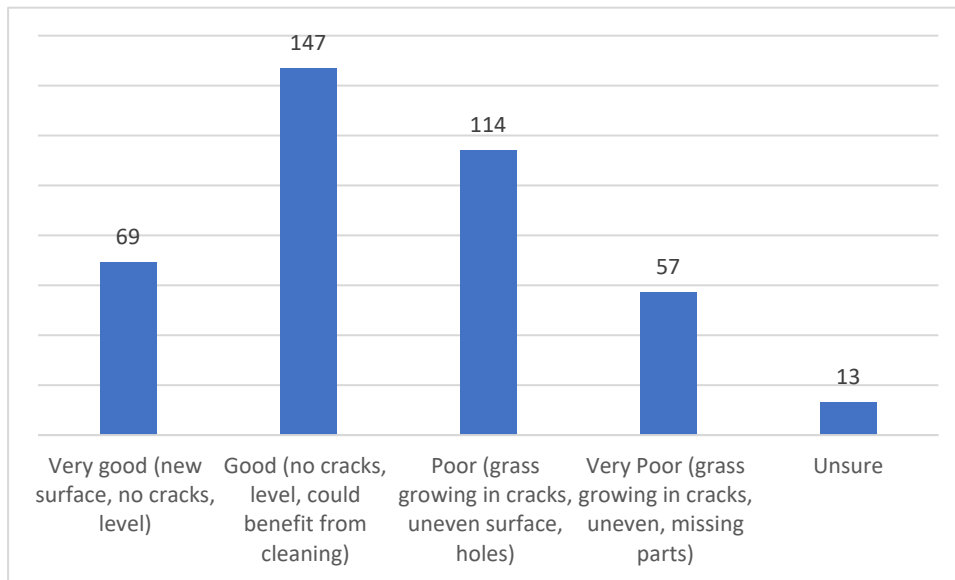
Section 4: Tennis courts quality

xv. Respondents were asked: How would you rate the quality of the tennis court you most frequently use?

In summary:

- 400 respondents answered this question, with 86 respondents choosing to skip.

Figure 6: Respondents answers



xvi. Respondents were asked: Would improvements to tennis court surfacing encourage you to play and/ or improve your experience of tennis in Barnet?

In summary:

- 391 respondents answered this question, with 95 respondents choosing to skip.

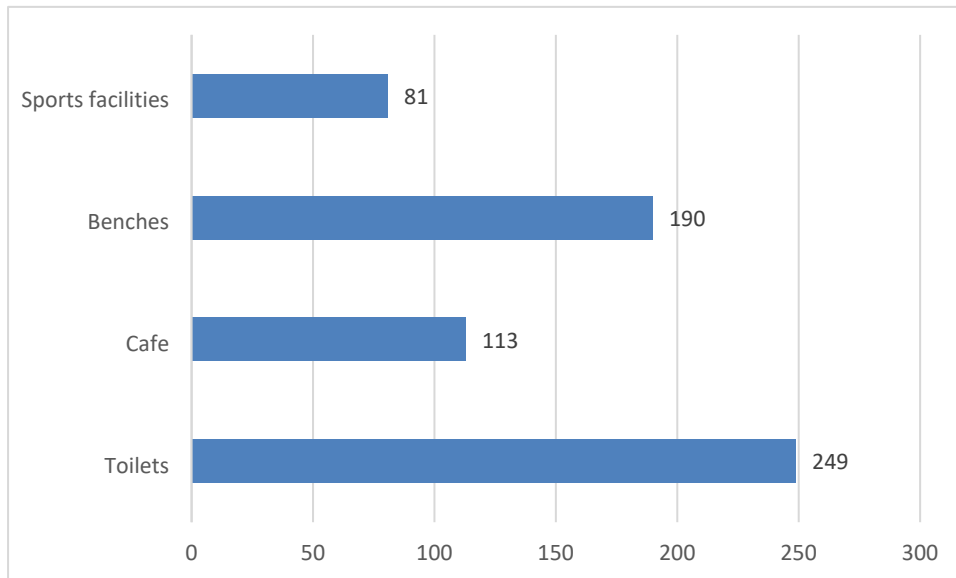
Answer Choices (Top 5)	Responses	%
Yes	332	85%
No	59	15%

xvii. Respondents were asked: Are there any other facilities that would improve your experience of tennis in Barnet?

In summary:

- 400 respondents answered this question, with 86 respondents choosing to skip.

Figure 7: Respondents answers



Respondents could select multiple responses

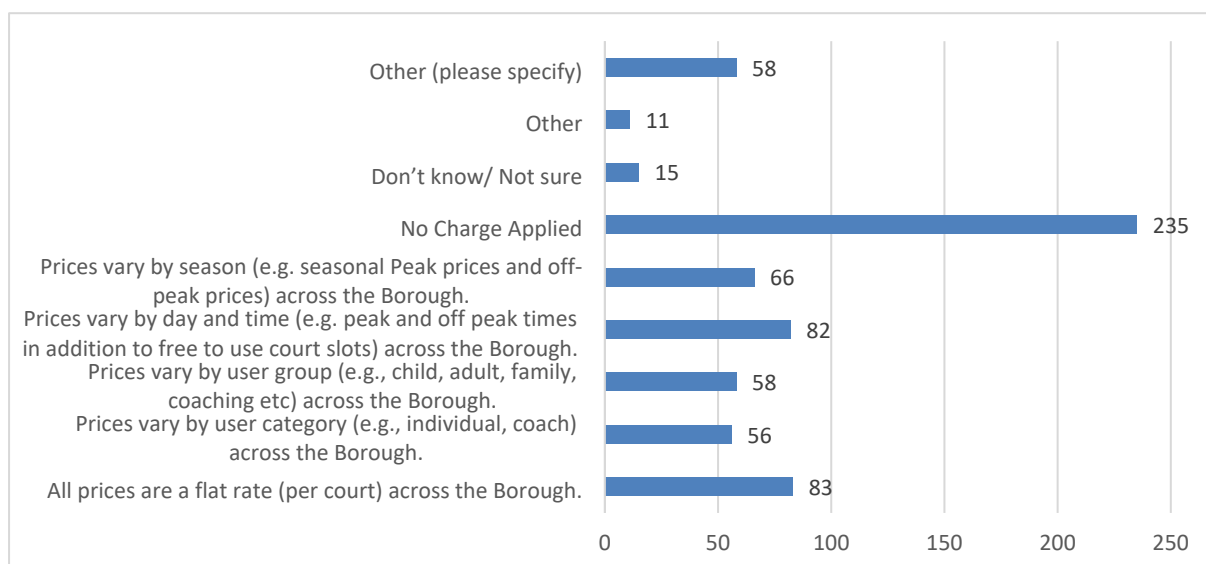
Section 5: Pay and play for tennis

xviii. Respondents were asked: How would you like to see a future model for tennis pricing?

In summary:

- 389 respondents answered this question, with 97 respondents choosing to skip.
- The full breakdown of these responses is provided in Annex 7 of this report.

Figure 8: Respondents questions



Respondents could select multiple responses

xix. Respondents were asked: How would you like to see a future model for tennis booking?

In summary:

- 389 respondents answered this question, with 97 respondents choosing to skip.
- The full breakdown of these responses is provided in Annex 8 of this report.

Answer Choices	Responses	
The booking period is for a maximum of 60 minutes per slot.	40%	156
Non-Members can book at any time (including advanced booking)	38%	149
Members and Block Bookings can book in advance (e.g. 21 days)	29%	114
The booking period is for a maximum of 90 minutes per slot.	26%	102
Don't know/ Not sure	9%	35
Other	8%	33
Other (please specify)		56

Respondents could select multiple responses

xx. Respondents were asked: How would you like to see tennis coaching operated in parks?

In summary:

- 389 respondents answered this question, with 97 respondents choosing to skip.
- The full breakdown of these responses is provided in Annex 9 of this report.

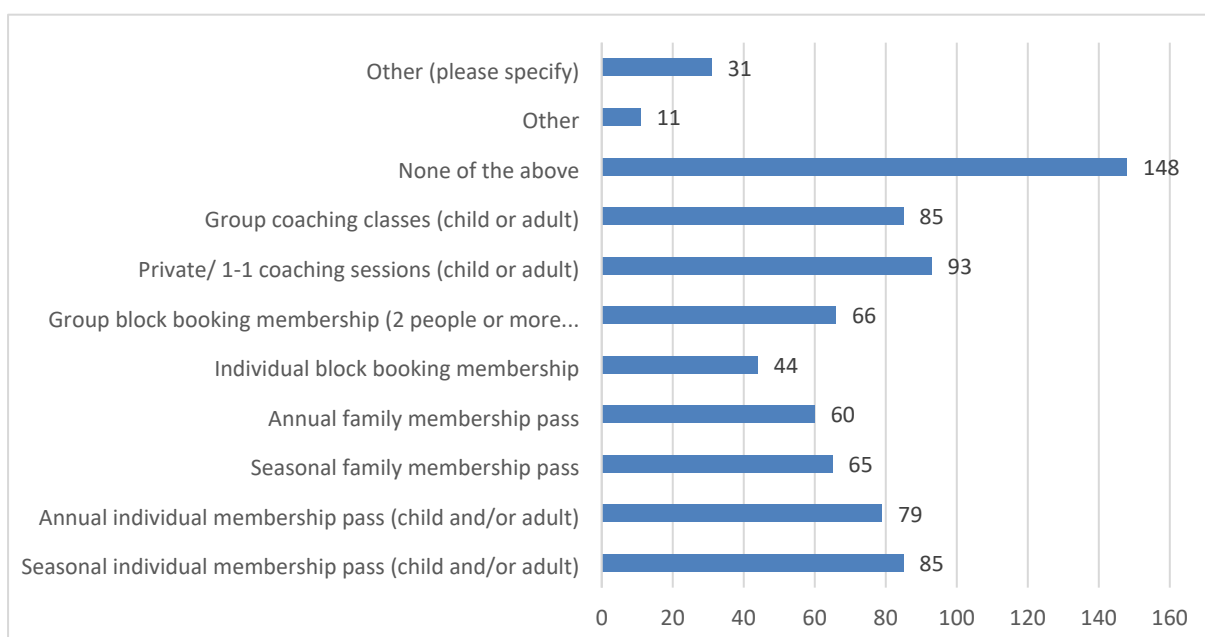
Answer Choices	Responses	
Drop in/ Flexible coaching session(s)	39%	153
More than one licensed coach per park	29%	113
Don't know/ Not sure	22%	87
No tennis coaching	21%	81
Single licensed coach operator per park	10%	37
Other	2%	7
Other (please specify)		34

Respondents could select multiple responses

xxi. Respondents were asked: Would you be interested in any of the following memberships or classes?

In summary:

- 389 respondents answered this question, with 97 respondents choosing to skip.
- The full breakdown of these responses is provided in Annex 10 of this report.



Respondents could select multiple responses

Annex 1 – Question 1 – Other Responses

Responses provided under ‘Other’ to ‘Do you visit any of the following parks in Barnet? (Please tick all that apply. If the park you use is not listed, please tick ‘other’ and specify which park)’

Respondents	Response Date	Other (please specify)
1	Sep 15 2022 09:49 PM	Ravenscroft park
2	Sep 15 2022 05:41 PM	Comment
3	Sep 13 2022 04:27 PM	Colindale park
4	Sep 13 2022 03:13 PM	Colindale park
5	Sep 11 2022 11:14 AM	Golders Hill Park
6	Sep 11 2022 11:14 AM	Golders Hill Park
7	Sep 10 2022 08:29 AM	Malcolm park
8	Sep 09 2022 06:09 PM	Basing Hill, golders hill
9	Sep 09 2022 11:59 AM	Victoria Rec
10	Sep 08 2022 11:19 AM	Golders Hill Park
11	Sep 07 2022 07:43 PM	Victoria Recreation Ground

12	Sep 07 2022 06:31 PM	Basing hill park, Clitterhouse playing fields, Claremont Park
13	Sep 06 2022 11:35 AM	Golders Hill.Park
14	Sep 06 2022 11:01 AM	Basing Hill Park
15	Sep 01 2022 09:05 PM	Dollis valley
16	Aug 31 2022 03:54 PM	Basing Hill Park
17	Aug 30 2022 12:13 AM	Lyttlton park
18	Aug 28 2022 04:20 PM	Northway gardens
19	Aug 28 2022 01:49 PM	North Square
20	Aug 28 2022 04:20 AM	Golders hill park, heath extension
21	Aug 27 2022 10:07 PM	Golders hill park
22	Aug 27 2022 03:03 PM	Swan Lane Open Soace
23	Aug 27 2022 02:40 PM	Anenue house gardens
24	Aug 27 2022 11:52 AM	Stephen's house
25	Aug 27 2022 09:34 AM	Hollickwood Park

26	Aug 21 2022 09:33 PM	Arnos Grove Park
27	Aug 18 2022 08:47 PM	Dollis Valley
28	Aug 18 2022 03:59 PM	Stephen's House and Gardens
29	Aug 17 2022 05:23 PM	Swan Lane

Annex 2 – Question 3 – Other Responses

Responses provided under ‘Other’ for the question ‘Out of the options below, please tick the statement that most closely applies to you’.

Respondents	Response Date	Other (please specify)
1	Sep 19 2022 04:18 PM	Like to watch people playing tennis
2	Sep 15 2022 09:24 PM	My son and his friends have enjoyed using the free tennis courts in Barnet. I also used them when I was a young adult
3	Sep 15 2022 12:18 PM	i play at the saturday morning tennis group. its social and fun and makes a difference to my week.
4	Sep 14 2022 11:20 AM	I have played tennis in the past but my children like to play
5	Sep 11 2022 04:16 PM	I would love to play tennis, but dont have a partner to play with. Why does'nt Barnet provide a curved brick wall on hard standing so people can bounce balls off the wall on their own. It can also be used for other sports such as kicking a football etc
6	Sep 05 2022 08:43 PM	The courts are in a very poor state

7	Sep 03 2022 09:53 AM	I play Padel Tennis. It's a much easier game, the courts are smaller and it suits older, less mobile people.
8	Aug 31 2022 06:16 PM	I would like to play Padel Tennis rather than tennis. It is a game for four people and there are limited courts in Barnet private or not so ask that you consider making this change.
9	Aug 31 2022 05:44 PM	I play at a tennis club in Haringey
10	Aug 31 2022 05:21 PM	I only play tennis on Borough courts
11	Aug 31 2022 04:26 PM	I would like to see the courts converted to padel tennis which is a brilliant game for all ages
12	Aug 31 2022 02:03 PM	I walk daily in this park & see families playing tennis - they are of many backgrounds & wouldn't be able to pay. The tennis courts are an essential community asset with children playing, all ages practising roller skating on the flat surface, safe haven
13	Aug 30 2022 01:14 PM	I would like to ensure that all residents in the Borough have access to tennis courts
14	Aug 27 2022 10:45 PM	I would love to be able to play locally without joining a club. Also would a netball court and basketball court be considered.
15	Aug 27 2022 06:10 PM	I can no longer play tennis
16	Aug 27 2022 03:52 PM	I played at a private court and Tudor playing field.

Annex 3 – Question 7 – Other Responses

Responses provided under ‘Other’ for the question ‘Which of our parks do you use to play tennis and which do you use most often to play tennis? (If the park you use is not listed, please tick ‘other’ and specify which park)’

Respondents	Response Date	Other (please specify)
1	Sep 11 2022 04:21 PM	I used to lay at the Old Court House when I had a partner to play with, but now I would like to play on my own but cant do this as there are no suitable walls around
2	Sep 09 2022 06:10 PM	Golders hill
3	Sep 08 2022 11:22 AM	Golders Hill Park
4	Sep 07 2022 09:03 AM	Play tennis mainly at the courts in Middlesex University
5	Sep 06 2022 04:10 PM	The courts just north of Mays Lane, Dollis Valley
6	Sep 06 2022 11:00 AM	Golders Hill Park
7	Sep 06 2022 10:11 AM	Golders Hill Park
8	Aug 31 2022 05:46 PM	Methodist tennis club Muswell Hill
9	Aug 31 2022 05:16 PM	Golders Hill Park
10	Aug 28 2022 01:51 PM	Play tennis

11	Aug 17 2022 05:44 PM	I dont currently play but would like to
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Annex 4 – Question 11 – Other Responses

Responses provided under ‘Other’ for the question ‘Have you used the online tennis booking and management system and if not, was it due to one of the following reasons below? (Please tick one option only)’.

Respondents	Response Date	Other (please tell us why you didn't use the booking and management system)	Not aware of the system/ not required	Someone else made the booking	I currently do not play tennis	Other
1	Sep 19 2022 05:22 PM	Never seen it advertised for Old Courthouse.	1			
2	Sep 19 2022 05:21 PM	I was unaware it was a requirement for Old Courthouse courts	1			
3	Sep 19 2022 02:49 PM	There are several courts in the recreational ground one tends to always be vacant when attending the grounds	1			
4	Sep 17 2022 10:46 PM	We just turn up at the tennis courts and play when it's available. A booking system would put us off using the courts as we come with our children and have enjoyed the flexibility over the years to just turn up without any specific time frame. We would stop playing if we had to pay or book online, which would be a real shame for our children who really enjoy the sport.	1			
5	Sep 17 2022 04:20 PM	Not aware of the system	1			

6	Sep 17 2022 02:21 PM	Too much fuss and trouble. I prefer to turn up and play	1			
7	Sep 17 2022 12:53 PM	Not aware there was an online booking system	1			
8	Sep 16 2022 09:02 AM	Not required	1			
9	Sep 15 2022 08:44 PM	The booking system is efficient and doesn't require any further tech funding.				
10	Sep 15 2022 06:11 PM	I play in a group and the team organiser makes the booking.		1		
11	Sep 14 2022 05:43 PM	I have not played tennis recently as I have been unwell			1	
12	Sep 14 2022 11:22 AM	I live very near to the courts	1			
13	Sep 13 2022 02:49 PM	I just didn't. Just went and played. Spontaneity is important in my lifestyle and I can't see myself booking a court ever so this system wouldn't work for my family as we are casual players	1			
14	Sep 12 2022 09:28 PM	Block booking is great very sociable and community minded if you are single and don't have a partner		1		
15	Sep 12 2022 08:45 PM	Not aware if it	1			
16	Sep 11 2022 03:52 PM	No need	1			

17	Sep 11 2022 11:18 AM	Transition to LTA system seemed to lock me out.				
18	Sep 09 2022 04:54 PM	I am over 70 and I currently have to set an alarm to meet the midnight booking opening. I contacted the parks and I was told this would be reviewed and I might here some good news. This hasn't materialised and I would suggest an 8am booking opening time eight days in advance.				
19	Sep 09 2022 09:21 AM	I haven't used the system.	1			
20	Sep 06 2022 04:11 PM	I play at Ravenscroft Lawn Tennis Club and have this year always found a free court to play there				
21	Sep 06 2022 11:03 AM	i didn't know there was one	1			
22	Sep 06 2022 10:11 AM	I have only used the Golders Hill park booking system. Childs Hill does not require prebooking	1			
23	Sep 06 2022 09:56 AM	I didn't know it was an online system	1			
24	Sep 05 2022 03:51 PM	it should be free				
25	Sep 05 2022 01:28 PM	The court that I used does not require booking.	1			
26	Sep 04 2022 09:07 PM	I don't think the courts need a booking system as there is always one free.	1			

27	Sep 03 2022 07:14 PM	I have not used it yet	1			
28	Sep 03 2022 10:23 AM	Can never get a court anymore				
29	Sep 02 2022 11:12 PM	I use the courts when they are available	1			
30	Sep 02 2022 09:41 PM	Courts were empty and we just went and played	1			
31	Sep 02 2022 09:26 PM	I am not a regular player, I play with my grandchildren who are 3 & 5 yrs old , we use the court if it's empty on our way to play in the park	1			
32	Sep 02 2022 09:07 PM	Turning up is nice as anything could happen and if that does, and it is booked, the court cannot be used by someone else.	1			
33	Sep 02 2022 05:43 PM	I really on others to make the arrangements and don't question how they do this. That it is free is crucial as I am in a c low income and cannot afford leisure club membership.		1		
34	Sep 02 2022 03:03 PM	Tried to use the booking when it was set up but everyone else ignored it so was useless. However the booking "excuse" is used regularly by adults to kick my son and his friends if the nicer courts (although they can not reciprocate)	1			
35	Sep 02 2022 10:38 AM	The courts are still open so people usually just turn up	1			
36	Sep 01 2022 06:49 PM	I will not use it on Shabbat and the booking system does not work.	1			

37	Aug 31 2022 05:57 PM	I have not used the system to book a court, as court is available to use, so has been no requirement to book.	1			
38	Aug 31 2022 05:38 PM	I haven't used the booking system at all, just turned up and went to play on the court that was available at the time, when we moved to Barnet, the booking system didn't exist, and we've played regularly up till now without booking	1			
39	Aug 31 2022 05:14 PM	Did not know a system exists or where to find it.	1			
40	Aug 31 2022 02:08 PM	It's free and you don't need to book - otherwise I wouldn't be able to play as I'm a refugee	1			
41	Aug 31 2022 10:37 AM	Not sure it's required. They are usually empty due to how old they are, not good surface to play on.	1			
42	Aug 30 2022 11:23 PM	too expensive for the frequency I use it for .				1
43	Aug 30 2022 03:20 PM	It wasn't available in my area	1			
44	Aug 30 2022 02:37 PM	I just use the courts when they're free	1			
45	Aug 30 2022 12:40 PM	I did not know there was an online booking system	1			
46	Aug 29 2022 01:26 PM	We just turn up and play. There is usually a court available.	1			

47	Aug 29 2022 10:12 AM	tennis at childs hill is free to play	1			
48	Aug 28 2022 09:58 PM	For golders hill park only.	1			
49	Aug 28 2022 07:08 PM	There is an hourly charge for the booking system at Victoria Park. It should be removed to encourage playing tennis.				1
50	Aug 28 2022 04:22 PM	Didn't know there was a system, just attend and find a free court	1			
51	Aug 27 2022 06:59 PM	I am a member of a local tennis club. I have played one friendly match in Tudor Sports Ground and I once paid to play on a court at Victoria Leisure Centre, East Barnet.				
52	Aug 27 2022 10:51 AM	Mill Hill Park operates successfully on a free first-come first-served basis	1			
53	Aug 26 2022 11:13 AM	Tennis club, block booking		1		
54	Aug 23 2022 08:13 AM	Have not used it yet. Have only recently played with family when court was free.	1			
55	Aug 18 2022 11:12 AM	Edgware Park tennis is free - fortunately.	1			
56	Aug 17 2022 05:45 PM	Need someone to play with. There is no point booking a court for myself				
57	Aug 17 2022 05:18 PM	Didn't book	1			

Evening (5pm - 8pm)	53%	25	55%	26	64%	30	60%	28	55%	26	43%	20	45%	21
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Annex 7 – Question 19 – Other Responses

Responses provided under ‘Other’ for the question ‘How would you like to see a future model for tennis pricing? (please tick all that apply)’

Respondents	Other (please specify)	Free Courts	Prices vary by category	Prices vary by user	Prices vary by day/ time	Other
1	I am unemployed and unable to work. Free courts are a godsend.	1				
2	With high inflation cost this would not be ideal, sports locations encourage younger youths and families to play and having a cost would discouraging as they cannot afford to access it on a regular basis, as part of a park area the access could well be monitored via using the an app system to prevent damage to the tennis courts however not every parent can afford to sustain a young youths passion in a sport. The courts encourage unity and keep kids off the streets which is ideal and help keep fit all year round as well as allowing the personal development in a sport families would enjoy. With tax being paid the least the borough can do is give back without adding an additional cost to their pockets.	1				
3	I think there should be a membership model whereby a member pays £120 for the year. This entitles the member to book up to 40 slots. Any additional slots are charged at £5 per slot. Non members can book a slot, but must pay £5 per slot. This way the council has a guaranteed revenue stream. Under 18s and over			1		

	60s to pay only £25 for the year and have 25 slots. For any additional slots they would have to pay £3.					
4	I think it's very important to promote free tennis for children to play together or with an adult/ parent teaching them.	1				
5	Without paying fees can encourage people to play more and benefit the people in the community	1				
6	To encourage more people to play tennis of varied socioeconomic class it is vital that use of tennis courts is free at all stages. It is a shame that some of the courts in borough are pay per use. This is clearly reflected in the fact that in Europe (especially Spain/Italy), participation in tennis is far higher than UK, and this correlates with number of free to use tennis court facilities in these countries. It is inappropriate to charge for tennis courts when we are already paying so much in taxes (higher than most European nations) and some of the highest council taxes in the country.	1				
7	If you want to encourage kids to play tennis then charging for the tennis courts would deter the kids from playing. My son would not have been able to play tennis if the tennis courts were with a charge	1				
8	Tennis doesn't need to be a posh sport. A fee will discriminate against lower income and families over all. The cost of swimming for a family will cost you £20 even with a FAB card. The council should look for funding elsewhere. We don't need membership we need free tennis equal for all.	1				
9	Tennis coaches/sessions should be made to pay a full price for their business use of the court (unless it is coaching organised and run by Barnet)		1			

10	U liked it when the courts were free, a few years ago. As you could turn up anytime and play when available. We played Xmas morning. But always paid as part of group booking, which was also fine.	1				
11	we should build a new tennis court in Colindale park because many people moved in this area and many people now like to play					1
12	free to use and free to hearing problem people, disabled	1				
13	Third session free to get people to start using the courts more often. Not the first two as need to get people used to paying.			1		
14	I'd prefer no charge...or a small charge so that this exercise is available for everyone. I liked it when the courts were open, so able to play when they were empty, like xmas morning.	1	1			
15	With the cost of living crisis, it would be very helpful for people if playing tennis could just stay free of charge. The Borough could make some money with tennis coaching and courses. We really need to keep some recreation free of charge - many people are having a difficult time and this may get even worse in the coming months.	1				
16	I think the charge should be the same all the time but be low for private use (afterall we already pay taxes) and higher for commercial use such as lessons (after all they are making money out of the facilities paid for by tax payers. Also, to ensure that the commercial users do not dominate the session slots, there should be some way of limiting the amount of sessions/slots allocated for commercial use.		1			

17	Quality/maintenance of the court(including the nets)					1
18	I understand the model you propose- but- my concern is that ANY cost will stop people accessing the courts that really need free exercise options.	1				
19	<p>Ultimately, any move to charge for tennis court usage across the Borough will only prevent people from playing tennis, as any cost applied to play will do nothing more than create a barrier to entry for new players and likely stop casual players from playing on Council courts and push regular players to private clubs. As an example, I used to play regularly at Victoria Park (more than once a week) until a charge was introduced, since then, while the courts look very nice, I have not been back to the park to play tennis. I also notice that the courts seem to be used significantly less often.</p> <p>Barnet's privatisation of services and resultant cash shortfalls have been well-documented and whilst I understand that an onus falls on the Council to recover as much as possible, at this time, with the cost of living crisis squeezing personal finances and limiting the amount of money available for leisure activities, the only realistic outcome will be the prevention of people from taking up an activity that could (and does) provide real benefit to people's mental and physical well-being.</p> <p>We are in an unprecedented time where the UK has 2 active singles Grand Slam winners (Andy Murray & Emma Raducanu), multiple active doubles Grand Slam winners (Jamie Murray, Joe</p>	1				

	<p>Salisbury & Heather Watson), including 4 men in the top 50 and 3 women in the top 100, we should be doing everything we can to encourage more people (especially from poorer backgrounds) to play tennis. I think it would therefore be criminal to prevent the next generation of potential players (and indeed those who already enjoy the game) from taking up the game.</p> <p>If a charge is introduced, based on the amount of tennis I play, the likelihood is that it would be more cost effective for me to join a private club. Whilst I am lucky enough that this would be a viable option for me, I know that this would not be the case for most people and would result in the vast majority stopping playing or severely reducing the amount of tennis they play.</p>					
20	Prices should also vary on the quality of court/surface. Maintenance also needs to be carried out regularly such as ensuring the nets at an acceptable height.					1
21	Happy to pay but £7 is excessive given state of the courts. Sometimes nets are flagging and there is no way of tightening without a wrench. Would like if courts were open 24 hours given there is now a digital system in place	1				

22	Seniors rate			1		
23	Leave as is.	1				
24	We already have paid court options in northway gdns, additional competition for the same niche would be unprofitable.	1				
25	Keep it simple so that you don't have to spend money on bureaucracy/policing.	1				
26	I wouldn't play tennis at the park anymore if i had to pay for the services. I'd rather have a no frills court and pay nothing.	1				
27	Concessions for over 65s. Important to get older people to be more active.			1		
28	keep it very low indeed for children and all non-coaches			1		
29	I think it's fantastic that tennis courts are free and I would like to keep it that way. However because it's free people don't turn up and don't cancel their slot.	1				
30	Paying would put the public off playing more tennis, especially those from lower income households.	1				
31	Tennis courts should be free (ie paid for within the annual Council Tax charges that residents already pay). I do not support pay and play for tennis courts.	1				
32	Coaches should be charged a lot more. I am finding they are block booking courts and locals are finding it hard to find slots		1			
33	It should be free of charge!	1				
34	Fee should only apply on Saturdays and Sundays, not at any other times. Saturdays and Sundays are when the courts are most busy.				1	
35	no advance booking and free to use as was at Halliwick recreation ground in the past. Access to courts on first come first serve basis.	1				
36	We pay enough council tax and part of it should be used to maintain our parks including available tennis court to prevent exclusion	1				

37	We already pay for so much (don't outsource) - spaces for sports should be made available. Include Table tennis and Batminton - look at the Bushey Heath model	1				
38	<p>1. Coaches shouldn't be allowed to book at parks with 3 courts or less or subject to heavy restrictions in time and costs.</p> <p>2. Charge more for 2 or more bookings in a week for general public.</p> <p>3. Maximum £5 standard booking fee for 1 hour.</p> <p>4. Keep some free use court slots in the middle of the day.</p>		1			
39	I would like to encourage my children to play and would like to book the courts to be able to play. I feel applying a charge would exclude families who cannot afford this. At present the tennis courts have been commandeered by tennis coaches charging for lessons. If a coach is going to make use of public facilities and receive an income they should be limited to one court instead of both courts (as only 2 available), how often they can book and a fee should be charged.	1				
40	<p>I do not agree with charging the community to play tennis on public courts. Current public health policies in the NHS all encourage more exercise (for both physical and mental health). Charging goes against this, especially post covid. It also excludes people who cannot pay.</p> <p>Also with the cost of living crisis, and people digging deep into their pockets to pay council tax, they need to be able to knock a tennis ball around in their local park for free.</p> <p>One suggestion regarding inclusion; any cafes in parks could provide old balls and old rackets for anyone to borrow. If there</p>	1				

	<p>were interest in such a scheme, a local volunteer group could be asked to help gather the equipment and facilitate this.</p> <p>We have such a snobby attitude to tennis in the UK, it's why we do not nurture lots of tennis players.</p> <p>Besides that it is good fun and good exercise that almost anyone could have a go at.</p> <p>Please don't charge people to use their local tennis court.</p>					
41	Any pricing will deter usage	1				
42	If you start charging, people will not be able to play. The courts should remain free.	1				
43	<p>There should be no charge for any courts in Barnet.</p> <p>This is all a scheme to justify charging for tennis in Barnet, if you truly wanted to get more people into playing tennis then you would keep it free but the finchley times article from November 2021 indicated you were going to introduce a charging scheme as it nets a lot of revenue for a cash strapped council.</p> <p>Im not even being cynical about it this is exactly what you are doing so any notion a charging model is going to help encourage more tennis in Barnet when it already costs too much as it is with balls and rackets and equipment the courts obviously need to be free.</p>	1				

	<p>I am strongly against a pay as you play model as it just discourages those who cant afford to not play and only for those who can.</p> <p>Not inclusive AT ALL</p>					
44	I would not play if I was charged because it wouldn't be fun as i'm losing money for something I was playing for free for years.	1				
45	We pay so much already for council tax and other extortionate bills, why charge people for this too? Especially after being able to access it for free all these years. Charging people will discourage them from using the facilities and getting active and moving more. You would be taking away this from me, my family and neighbours and our community if you start charging people, we won't be able to afford it	1				
46	It's essential it's free for those who can't afford to use the tennis courts. We don't have money for this but want to play. People shelter in them from dangerous dogs too & families use them all the time.	1				
47	membership . for non members booking			1		
48	Charge something to stop players booking a court and not turning up but not too high that players won't be able to afford.					1

49	Professional coaches (who charge fees) should not be permitted to use free courts.		1			
50	Our council taxes are so high, this should be included in the charge	1				
51	We pay a very high amount in Council Tax. This should be used to improve the tennis courts and other public facilities and allow residents to use them free of charge. Car parking charges are extortionate, so the Council already has a source of income not to mention the increase in council tax the Council must be gaining from all the new flats being built! Senior citizens and children should be exempt from paying.	1				
52	This is why I pay council tax. Paying would discourage people from playing. There are already plenty of private tennis clubs if you can afford to pay to play	1				
53	If you want the nation to exercise more and have less diabetes. Children to stay active and improve on sports skill. Please keep courts free.	1				
54	Charging would prevent me using the facilities.	1				
55	Please keep it free - we pay council tax for local facilities.	1				
56	A low fee should ensure good usage without it being so high that people don't use it					1
57	I'm happy with the current pay and play model, but some courts should be kept free so that everyone can play tennis if they want regardless of financial status. Also, please do not increase the price unless the courts are improved. Our group has paid over £10,000 to use Hendon Park tennis courts since 2013 but we have not seen much maintenance work. The courts needs resurfacing.	1				
58	free booking for over 65's or 75's in off peak times			1		

Annex 8 – Question 20 – Other Responses

Responses provided under ‘Other’ for the question ‘How would you like to see a future model for tennis booking? (Please tick all that apply)’.

Respondents	Other (please specify)	No booking system	60 minute booking	90 minute booking	2 hour booking	Non-Members can book at any time	Members and Block Bookings can book in advance	Other
1	keep it as it is							
2	The tennis courts don't need a booking system.	1						
3	No bookings just come and can play if free	1						
4	I think there should be a limit of 60 minutes only at popular times		1					
5	I have heard that there is a problem with tennis coaches block booking tennis courts at one minute midnight. I do not know if this is true. It should be investigated and prevented please. A maximum slot of 60 minutes for one user in 24 hours is the fairest way.		1					

6	Happy with not being able to book and just turning up, as it is currently.	1						
7	I think non members or play as you play players should be able to book 24hrs before						1	
8	Don't know anything about membership - such as what it costs. I like to play 12:00 to 13:00 every Friday. Should I consider membership? Can't currently book more than 7 days in advance, but would do if I could.					1		
9	Members and non members have 7 day advance booking. There should be no difference.					1		
10	Max one week or so in advance for bookings. Otherwise people book on the off chance and forget. Also maybe don't refund people if they cancel less then 24 hours in advance.						1	
11	The current block booking system to continue - so that groups, such as the Old Vics, can have certainty of booking for a 12-month period.						1	
12	At present I can pay for a whole year under the block booking system for a number of players.						1	
13	maximum 120minutes per slot							1

14	Booking period for a maximum of 120 minutes per slot.				1			
15	120 min booking			1				
16	Booking period for a maximum of 180 mins per slot							1
17	Bittacy Park tennis court seems to work well without a booking system. People just wait until a court becomes free and that works fine. We wouldn't come if we had to book online or pay because it's not flexible enough for our needs as a family.	1						
18	Happy with turning up and no booking	1						
19	No need for membership as that requires a staff member to manage which is a waste of money.	1						
20	No booking	1						
21	No booking - first come first serve. Perhaps state time limit of 1 hour if others waiting to play.	1						
22	We can leave it at come first come serve basis. We do not need additional bureaucracy that will cause money. The economy is bad enough. Thank you	1						
23	Just leave it as it is now - most times, there is no one, starting to police it and make money will ruin the experience.	1						

24	Keep as open so people can just turn up and access	1						
25	Payment will likely put off causal players	1						
26	IT SHOULD REMAIN FREE OF CHARGE	1						
27	A system whereby if players haven't booked and are on your court, an easier way to confirm that they should leave. This often causes arguments	1						
28	<p>There should be no members option</p> <p>It should be the way as it is first come first serve with free booking</p> <p>But with penalisations of no show so people lose booking rights so they cant abuse the system</p> <p>If the courts have a pin system it can detect whether people have actually shown up for their courts or not.</p>	1						

	<p>The booking period of 2 hours max right now is fine everything is fine why fix something that isnt broken.</p> <p>Apart from banning the one illegal coach at cherry tree who books up all the time slots and never cancels everything else works perfectly.</p>							
29	It should be available to all in the community, whether you're a member or not	1						
30	No booking system as it is now. People enjoy the tennis courts - if you had to book, no one would use them - including me	1						
31	As it is now - 2hr slot				1			
32	Continue allowing 2 hours slot				1			
33	I would like to be able to play for two hours at a time, 1 hour is not long enough				1			
34	Would prefer booking period for a maximum of 2hrs (time needed for a competitive league match)				1			
35	If part of a local league able to book 2hours session.				1			

36	A one hour slot is often very short. A 2 hour slot should be available for clubs / block bookings				1			
37	Block bookings should be allowed for a max of 2 hours, but not limited to the number of courts depending on how many of people there are in the group.				1			
38	restrict courts for coaching so that courts are available for those who want to play with others							1
39	My main problem isn't with booking, but the fact that on the best surface (Cherry Tree) it's very hard to get a booking, but people don't turn up for their slots (and there's no way to know whether the court is ACTUALLY in use or not).							1
40	Its the local park. Tennis should be available to all who want to play in their local park. This should be encouraged by making it affordable to everyone. Maybe charge extra to coaches who are making money there, which could help towards upkeep. There are quite a few who regularly use Victoria Park courts.							1

41	<p>Re booking periods, if people are allowed to book in advance, then 60 minutes must be the max, as this allows for more people to book and use the courts.</p> <p>Re booking in advance, I think care should be taken not to allow too many bookings to be made long in advance as this takes away the opportunity for a local resident to decide, for example, during the week to go play tennis on the weekend.</p> <p>We need to allow room for a little bit of spontaneity and enable residents to find and book a slot within a few days. If not, then the professionals and serious amateurs (who will book many sessions for themselves way in advance) will end up dominating the calendar and choking out local residents who want to play occasionally but do not book weeks ahead.</p>		1					
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	If this can't be worked out, then maybe leave a certain percentage of slots where you can't book them in advance but where you need to just turn up and first come, first served.							
42	Court numbers need to be clearly marked as in many places they are not and this leads to issues with bookings.							1
43	There needs to be a mix of turn up and play, and bookable courts. Courts should be bookable for anyone, no membership, and must be free to all at all times. Even a small charge may cause a barrier for young children or low earners.							1
44	should be free to play but prebooking should be chargeable							1
45	Think it is good to have courts for casual use as often booked up by clubs at weekend							1

46	Offer a 30 minutes option, as with small children, they are done playing within that time. Otherwise, people will book for one hour but only use 30 minutes, blocking off the calendar unnecessarily							1
47	I think the current 2 hour slot maximum is just right				1			
48	Some coaches already book out the courts in advance making it difficult to find courts so a system would need to be introduced to somehow limit advance block booking							1
49	Also not relasing all the slots in advance and keeping some for daily release.							1
50	At least on court available for unblocked access							1
51	Booking period of max 120 minutes as it is currently				1			
52	Max of 120 minutes			1				
53	depend on the demand							1
54	Allow for short 30 minute sessions							1
55	Booking period should be 30 minutes per slot. Two consecutive bookings (60 minutes) should be permitted.							1
56	due to the weather, the current system of booking 7 days ahead works well.					1		
	TOTAL	17	3	2	10	3	4	16

Annex 9 – Question 21 – Other Responses

Responses provided under ‘Other’ for the question ‘How would you like to see tennis coaching operated in parks? (Please tick all that apply)’

Respondents	Other (please specify)	single licenced coach	multiple coaches	flexible coaching	no coaching	Other
1	Only if required.			1		
2	The courts should not be turned into a business which will deter kids to play. Tennis should be played by everyone and not the rich only. We pay enough in council tax				1	
3	mixture of Barnet organised coaching and several private coaches		1			
4	The courts in Victoria park are used a lot by coaches. Maybe this should be limited as they are public courts and used by local community rather than personal financial gain.					1
5	we should build a new tennis court in Colindale park because many people moved in this area and many people now like to play					1
6	May prefer one coaches teaching style to another, so unfair to limit how many coaches can teach in the park.		1			
7	Yes I think this needs to be limited, as there a numerous coaches use this particular park.		1			
8	More than one licenced coach as the last thing we want are any monopolies created. Residents must be able to choose from a range of coaches based on quality, price, etc.		1			
9	People can't afford coaching.				1	
10	Coaches on my courts currently have booking privileges that they abuse. No cancellations are made without clients and courts stand empty.					1
11	It would be nice to have an online platform to see available coaches, feedback on them from their students, their availability					1

12	1) Regular Beginners & Improvers Classes running 2) Regular Drop-in sessions - which players can access either online or via a WhatsApp group notification organised by the coach 3) Some "womens only" sessions might also be nice			1		
13	Not on weekend am					1
14	Not during weekend mornings					1
15	having a registered board of coaches for people.to contact, with specialisms in what standard they coach.					1
16	If it's free to encourage inclusion of the game					1
17	As long as they time are limited.					1
18	I have found it to be impossible to book a court online, especially at the weekend or evening. Coaching facilities can be accessed elsewhere and they should not commandeer public tennis courts.				1	
19	My gut feeling is that if these lessons are not free it is basically, again, privatising the court via payment. Free occasional lessons, great. Taster sessions for anyone to join a tennis club nearby, fine. Otherwise steer clear.				1	
20	It is hard enough to book courts as it is so having coaches take up all the peak slots is not helpful especially when there is only 2 courts, if there are 3 or more then fine 1 court designated for coaching is fine but when there is 2 there is huge demand for the peak time slots ie 6 to 8pm in summer and 12-4pm weekends all year round.			1		
21	One coach only per park at any time so only one court is used for coaching.		1			
22	Loui corry is a licensed coach at Victoria park and is consistently seen cleaning the courts and ensuring they are locked as well as giving encouragement to all players					1
23	Loui corry coaches at Victoria park and is regularly seen tidying the courts and ensuring courts are secure which often they are not! I have seen him lick litter up from the courts and really engage with all tennis players					1

24	Loui corry coaches at Victoria park and very often is seen cleaning the courts before and after as well as checking courts are secure					1
25	Booking group sessions.			1		
26	Plenty of tennis coaching school. Should not take public play away.					1
27	Coach would also ensure courts are brushes/swept/keep an eye on things while operating					1
28	I dont mind if it's one or more coaches, however someone who will look out for the upkeep of the courts (e.g. cleaning / bumps) and who offers coaching would be amazing. At the moment some coaching is on offer which I use and thoroughly enjoy, however this is limited in size and age group and by time of year. There are opportunities to expand this and make tennis much more accessible to everyone. The costs for running this could easily be funded through the participants who want to play throughout the year - particularly those that get 1:1 tutoring. It would be good to explore if the model could include some low cost/free options for people who are unable to afford the booking rate.		1			
29	Loui Corry would be a brilliant coach for Victoria park					1
30	Have you talked to representatives of the clubs in the boroughs? They will have experience of how to manage memberships					1
31	Self service, anyone can book a court to play, train or coach				1	
32	Only one licensed coach per day at weekends. More than one on weekdays	1				
33	Currently a few coaches are operating at Hendon Park. With 6 courts in total, the coaching does not conflict with our booking.		1			
34	During the week up to 4pm, there is insufficient demand for a coach. Coaching at weekends should be limited to one coach per park	1				
	TOTAL	2	7	4	5	16

Annex 10 – Question 22 – Other Responses

Responses provided under ‘Other’ for the question ‘Would you be interested in any of the following memberships or classes? (Please tick all that apply)’

Respondents	Other (please specify)	None of the above	Seasonal individual membership pass	Annual individual membership pass	Annual family membership pass	Group booking	Other
1	Keep the courts open to all to encourage everyone and newcomers.	1					
2	We just want to have fun in the park playing tennis as a family. My children love playing, we don't want them to feel shut out of the courts where they've played for years just because we can't book/pay.	1					
3	Free courts only and lit them up please so kids can play	1					
4	Tennis doesn't need to be a posh sport. Join a tennis club if you want that.	1					
5	priority should be given to Barnet residents who are members						1
6	Played with a group for many years. It is a great way to play as is regular and a positive activity to have in the local community.					1	
7	we should build a new tennis court in Colindale park because many people moved in this area and many people now like to play						1
8	The tennis groups are great as it encourages people to play. They do not make any money, just make it easier and more accessible to play					1	
9	I am not sure I understand the question.						1
10	free to play plz	1					

11	I already go to adult classes for coaching but use my local tennis courts to play for fun						1
12	Don't know what block booking membership is. And I don't know what you mean by a "group". It's not a club, but I arrange the court bookings and circulate confirmation of booking to about a dozen people.						1
13	I would very much like group play sessions - probably for doubles to be able to accommodate more people. All the courts to be taken by this activity for 2hrs, preferably on a weekend. Players sign up in advance and pay a fee to cover administration. A coach assesses players' levels and groups people to play by level. In 2hrs three sets can be played. Players rotate for each set, allowing people to mix and to get to know each other. Such a system operates very successfully in Spain, know as "mix-in". See e.g., here https://royaltennisclub.com/mix-in/ . It's great fun, build a community and something the people look forward to.					1	
14	It needs to stay free of charge!	1					
15	Annual pass if there are age concessions			1			
16	Concerns that only rich can afford a membership and casual users will be left out	1					
17	Tennis courts should be free (ie paid for within the annual Council Tax charges that residents already pay). I do not support pay and play for tennis courts.	1					
18	Free classes					1	
19	Different memberships for very light users (eg up to 10 sessions per year) be regular users (eg unlimited bookings)			1			
20	Coaching and teaching opportunities are the domain of the pay for clubs. This is a nice free opportunity for anyone to play when they want to without it being capitalised on for commercial gain	1					

21	This is privatising the public courts. It also takes the spontaneity out of play which is absolutely essential.	1				
22	<p>None of the above are helpful it is just a way to generate more revenue for the council and is not inclusive of those who cant afford membership</p> <p>Logically by charging you are discriminating against those who cant afford to play tennis and only allowing those who can afford it to. This is just common sense.</p> <p>The coaching aspect i can agree with but only if there are enough courts in each park to do so when there are only 2 courts like at cherry tree it is a nightmare when you have beginners and kids having lessons because a million balls come over to your side constantly having to flick them back every 5 seconds.</p> <p>Each court needs to be fenced off separately to prevent this.</p> <p>I purposely avoid booking courts whenever coaches are playing because i dont want a million balls coming over every 5 seconds ruining my match</p>	1				
23	Tournaments					1

24	Don't have passes. So many different people use the tennis courts that passes would put people off. It's got to stay free with easy access for exercise especially with the prices of everything rising. Please don't take this free facility away from us.	1					
25	definitely family and individual membership				1		
26	If you allow membership, then this would probably restrict the availability for non-members. There should be flexible booking at all times.	1					
27	Current coach offers this						1
28	Please keep it free in Mill Hill Park	1					
29	If those memberships come with reduced fee, I'm more than happy to register.						1
30	This implies there is a cost. Would a cost guarantee access to a court or would i potentially pay and not be able to make use of the facilities e.g. due to capacity						
31	Off peak membership would be good for OAP's		1				
	TOTAL	14	1	2	1	4	8

Annex 11 – Email Responses

Email responses

Respondents	Response date	Response
1	September 28, 2022 10:42:56 AM	<p>Hi Roger</p> <p>I have been pondering how to make the courts more accessible (they are still frequently empty despite being notionally booked) and I have two suggestions.</p> <p>1. Only one court should be bookable - for a modest fee. The other should be first-come-first-served and free. This would mean that youngsters who want to play but look at the website and see the courts 'booked' will be encouraged to turn up and play on the empty court (in fact both courts might well be empty)</p> <p>2. Only permit people to book one session at a time - anything between one and two hours. At the moment you can click away merrily booking as many sessions as, theoretically, you might need.</p> <p>I hope this is an idea that you (and Arjun) can support</p> <p>Best wishes</p>

2	August 17, 2022 21:04:00	<p>Dear Parks Team,</p> <p>I read with interest in the latest issue of Barnet First eNewsletter, request for comments on tennis courts.</p> <p>I played tennis for over 20 years and definitely believe it is a great sport for young and old to participate in and enjoy the fresh air and exercise. Please consider the elderly too in this and periods when the elderly can play for free or low cost.</p> <p>I would also like to suggest your team also consider indoor table tennis facilities, particularly for the elderly. Research in Japan has shown that table tennis can prevent or reduce cases of dementia in the elderly as it stimulates and improves mind-body coordination.</p> <p>Related, squash is another fantastic sport - it is rigorous and 30 minutes on the court is more than enough exercise! It is time efficient.</p> <p>Better Clubs have not invested in providing these activities in their facilities.</p> <p>I hope my comments will be helpful.</p> <p>Thank you</p>
3	August 27, 2022 10:16 AM	<p>Dear Mr Gunyon,</p> <p>We have been attempting to complete Barnet's questionnaire on line and, as is quite common with this type of consultation, it cannot be completed because it fails to recognise answers not complying with the imposed questions. We have answered the "Other" box at Q.3 but it has not been recognised and will not allow us to proceed to further questions. We are therefore responding to the proposals in this email.</p> <p>Our constitution supports local residents and the public at large to enjoy healthy life styles which includes sports and recreation.</p>

We oppose any barriers to people from all walks of life from being able to take part in sporting activities and "payment to play systems" pose a serious barrier.

People in lower income households are recognised as being most at risk from health issues especially young people where it has been demonstrated that we have a growing obesity problem.

If fees are introduced, even minimum charges, these will obviously become more and more expensive over time and become a bigger barrier to participation.

The Friends of Parks organisations, such as our Freehold Friends of Hollickwood Park and Open Space, have the possibility to apply for funding from numerous trusts and charities that support financially, sporting activities and provision which Barnet as a LA are not able to access. However, Barnet's failure in allowing this source of funding to be used in their estates because everything has to be done through Barnet's complex procurement and contractor system is preventing significant improvements to Barnet's sporting facilities. Quite often the costs of carrying out works through the Barnet contractor system is far higher than using outside contractors and so the proposal fails on cost and therefore does not get done.

The maintenance of Tennis Courts is an obvious expense that needs to be managed and it is the simple way out to introduce charges rather than look at other sources of funding which will require a change in the entrenched attitudes of Barnet to doing it "the way we have always done it".

We oppose any introduction of charging for Tennis in any public parks.

Yours Sincerely

Venue Name	Local Authority	LTA Region	Postcode	Demand	Penetration
BETHUNE RECREATION GROUND	Barnet	South East	N11 3AU	21,538	1,723
BITTACY HILL PARK	Barnet	South East	NW7 1RU	22,940	1,835
CHERRY TREE WOOD PARK	Barnet	South East	N6 4SX	13,833	1,106
CHILDS HILL PARK	Barnet	South East	NW2 2PS	38,828	3,106
EDGWAREBURY PARK	Barnet	South East	HA8 8QP	26,614	2,129
FRIARY PARK	Barnet	South East	N20 0NR	28,522	2,281
HENDON PARK	Barnet	South East	NW4 2TH	43,636	3,490
MILL HILL PARK	Barnet	South East	NW7 4SE	40,476	3,238
MONTROSE PLAYING FIELDS	Barnet	South East	HA8 0DP	35,577	2,846
NEW SOUTHGATE RECREATION GROUND	Barnet	South East	N11 1LB	30,466	2,437
OAKHILL PARK	Barnet	South East	EN4 8JS	20,910	1,672
PRINCES PARK	Barnet	South East	NW11 0JA	41,213	3,297
RUSHGROVE PARK	Barnet	South East	NW9 6RA	39,776	3,182
SUNNYHILL PARK	Barnet	South East	NW4 4XA	46,790	3,743
VICTORIA PARK	Barnet	South East	N3 2NE	23,060	1,844
WEST HENDON PLAYING FIELDS	Barnet	South East	NW9 7EU	33,663	2,693
WINGATE & FINCHLEY FOOTBALL CLUB	Barnet	South East	N12 0PD	33,949	2,715
Victoria Park Rec	Barnet	South East	EN4 9QA	13,034	1,042

STATE OF READINES	COURT QUALITY	FENCE QUALITY	GATES NEEDED	Total number of courts at the venue	Total number of courts that are floodlit	Number of courts including on Active Places database	Are there floodlit courts at the venue
4	POOR	POOR	1	1	0	1	False
4	POOR	POOR	1	2		2	False
4	POOR	POOR	1	2	0	3	False
4	POOR	POOR	1	2	0	2	False
4	GOOD	GOOD	2	3	0	4	False
4	GOOD	GOOD	1	2	0	2	False
4	AVERAGE	POOR	3	6	0	6	False
4	POOR	POOR	1	4	0	3	False
4	POOR	POOR	1	2		2	False
4	GOOD	GOOD	1	2		2	False
4	AVERAGE	AVERAGE	1	3	0	2	False
4	POOR	POOR	1	2	0	2	False
4	POOR	POOR	1	2		4	False
4	AVERAGE	AVERAGE	1	3	0	3	False
4	AVERAGE	GOOD	2	6	0	6	False
4	POOR	POOR	1	2	0	2	False
4	GOOD	GOOD	1	1	0	1	False
3	GOOD	GOOD	1	3	3		