



Environment And Climate Change Committee

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
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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.