

Re-invigorating Local Tennis in Oxford

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Background



Nationally:

- **Pressure on Council's with cuts to services and many tennis courts closing due to lack of investment**

Locally:

- **6 sites (Initially 14 grass & 24 hard courts)**
- **Courts in dis-repair with high maintenance backlog**
- **No tennis programme available**
- **No monitoring, evaluation and overall performance data**
- **Overall – low usage & low customer satisfaction – from what we knew!**



Tennis Review

- **Developed between 2010-2012**
- **Scoped with key partners such as LTA, Tennis Oxfordshire & CSP**
- **Review included:**
 - **national trend data**
 - **engagement of key partners**
 - **local consultation**

Results...

- **Demonstrated great opportunities!**
- **Results informed the emerging PPS**



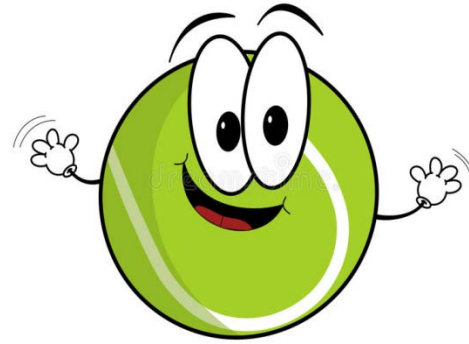
Results showed...

- Good spread of courts, but...
- Courts in poor condition
- Investment needed
- Lacking strategic direction
- 14 grass courts were high cost & low usage with limited seasonal access
- General maintenance programme was ineffective
- Clear absence of any coaching or tennis development programme
- Ineffective parks kiosk and booking system
- Confused pricing
- Low usage overall



Upping our tennis game!

Tennis became a priority for OCC and LTA



Action Plan included:

- Explore internal and external £ to invest and improve tennis provision
- Improve maintenance regime
- Procure a Tennis Operator to deliver a full & varied tennis programme:
 - Innovative contracts set up for our parks kiosks and tennis programme
 - 1 year pilot with Premier Tennis (a local CIC)
 - Success of this led to 4 year contract...



Tennis Contract 2014-18

Features:

- Tennis programme
- Links with Clubs
- Marketing & promotion
- Private coaching
- Local coach recruitment
- Booking and administration systems (incl. new per court fee)
- Events and tournaments
- Local Schools outreach
- Health & Safety (incl. Safeguarding)
- Options for multi-sport use
- Performance monitoring
- Wider outcomes & sustainability



Putting the customer first: barriers & drivers

BARRIERS

Rational:

- No signposting/booking
- Limitations (weather/light)
- Courts/nets/fencing
- Lack of equipment/partners
- Perceived cost

Practical:

- Lack of visibility
- Lack of habit

Psychological:

- Self-confidence
- Difficult sport/exercise

DRIVERS

77%	Play with family/friends
95%	Enjoy an active hobby
93%	Convenient locations
87%	No membership fee
66%	Able to check & book courts
60%	Friendly & safe atmosphere

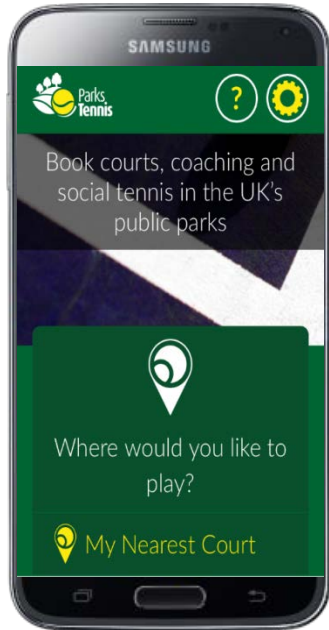
Low
cost

Ease of
access

Well-
being



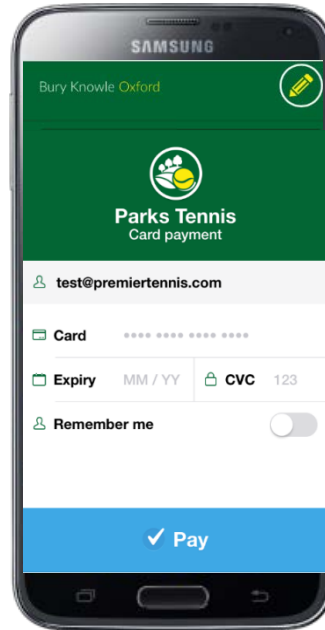
The customer journey...



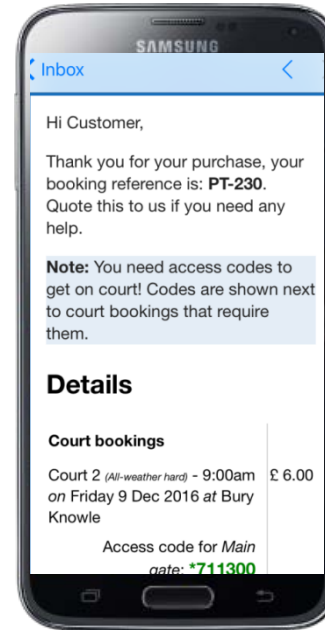
FIND



BOOK



PAY



ACCESS

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Putting the customer first: online, offline, onsite

People



Place



Programme

	monday	tuesday	wednesday	thursday	friday	saturday	sunday
10am			cardio			cardio	organised play
11am		coaching				coaching	organised play
12pm						orange	
1pm					cardio tennis	green/yellow	
2pm		cardio			disability		
3pm		adult					
4pm		red		red	red		Hinksey
5pm	organised play	orange	organised play	orange	orange		Bury Knowle
6pm		juniors		junior	junior		Florence Park
7pm				cardio			Botley

Promotion



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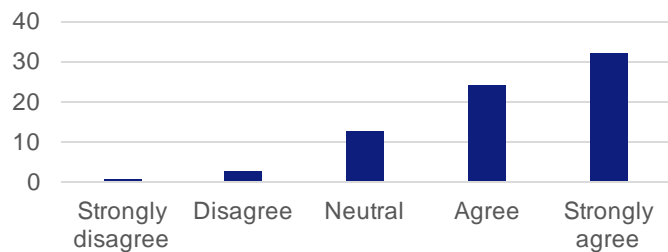


OXFORD
CITY
COUNCIL

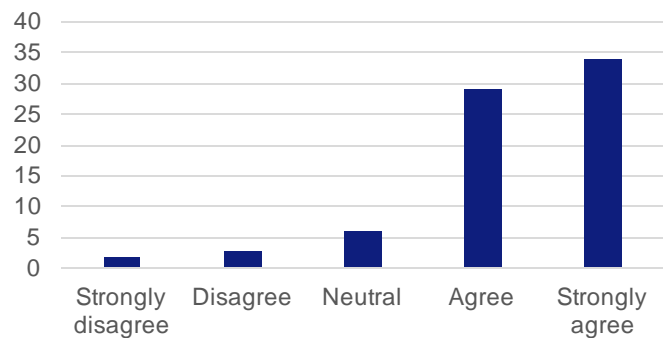


Customer acceptance of 'lock & charge'

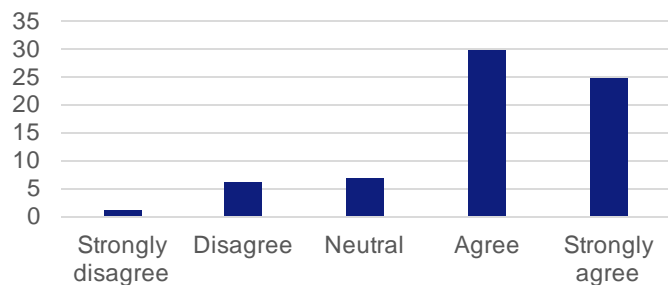
It is necessary to raise money and safeguard the future of tennis courts



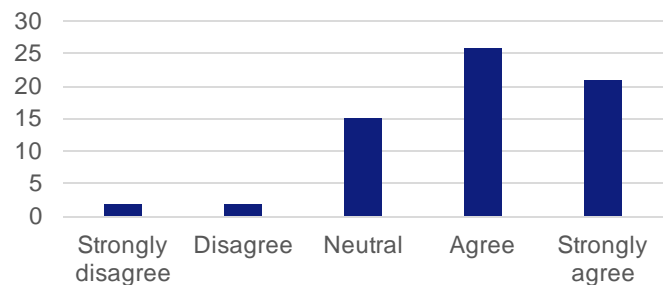
It protects courts from misuse



It means I can book a court to play when I want



It is supported by good customer service



Successes of the contract

- Customer focused
- One website incl. online booking
- One phone number (7 days/week)
- Integrated access control & court lighting
- Year-round coaching
- Value for money
- Community events
- Schools engagement
- Joint promotion
- Strong governance
- A partnership approach...

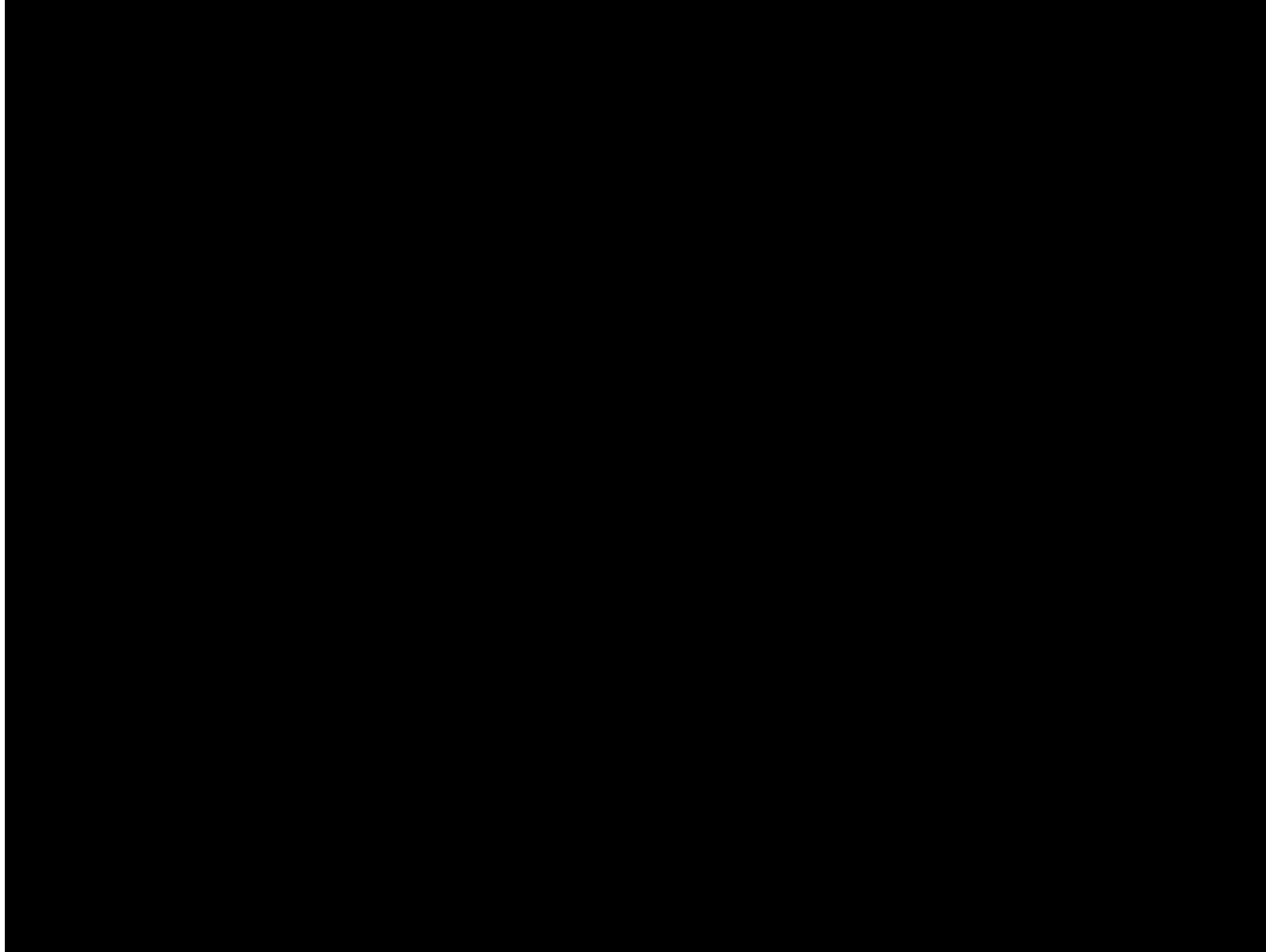


Social impact: build community, improve lives

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A successful partnership...



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COUNCIL**



Key outcomes (so far!)

- **Strategic Tennis Group formed**
- **Significantly higher quality facilities**
- **92% satisfaction with the tennis coaching programme and booking system**

'It's really easy to use - esp. with receiving the code via text. Easy and quick. Very happy with it'.

Mother of a mini tennis player at Bury Knowle & Florence Park

- **Year on year increases in court bookings – from under 9,000 in 2015 to over 20,000 in 2017**

"Fantastic facilities that have enabled me to get back into tennis when I can't currently afford to be a member at a club!"

20-34 year old male player at Alexandra Park

- **Over 1,000 unique coaching participants engaged each year**
- **Engagement and outreach taster sessions at over 10 schools**



Outcomes continued...

- Reduced grass courts from 14 to 6 reinvesting resource into the quality of the remaining courts
- Over £450k match funded investment into courts and court lighting

“It has been really good to see how much the courts at Florence Park seem to be used now, a few years ago they were almost always empty.”

Mother of 5-11 year old player at Florence Park

- Significant reduction in antisocial behaviour and vandalism at the sites as well as vastly reduced complaints
- Female participants outnumbering men at 51%
- NHS ROI of £5 for every £1 invested (SE MOVES)
- National and local awards



Lessons learnt (so far!)

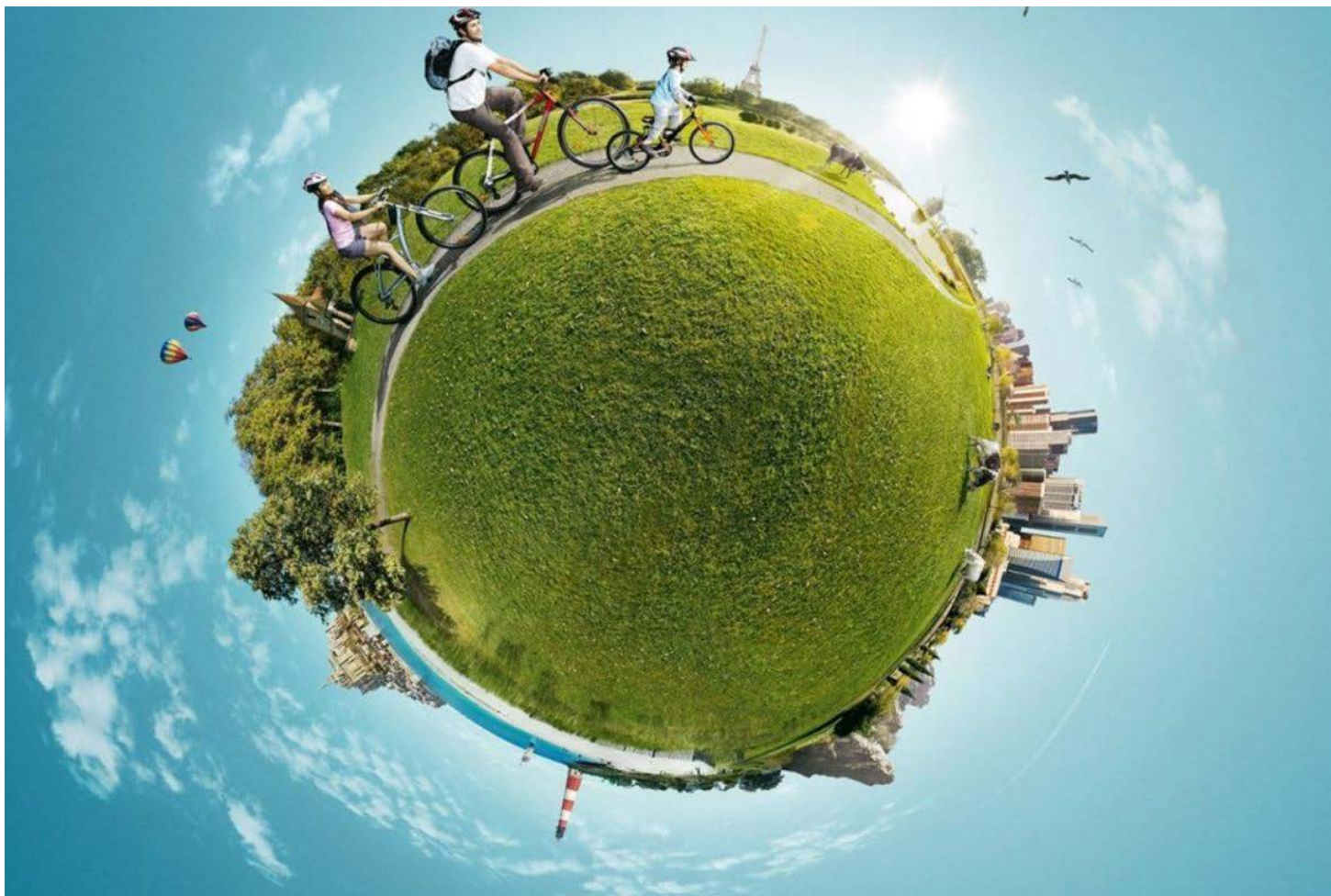
- **Future inclusion of maintenance**
- **Longer contracts for sustainability**
- **Always factor in the weather!**
- **Opportunities around extended hours**
- **Benefits in some circumstances of a 'hub' approach**

**NO REGRETS,
JUST LESSONS
LEARNED.**

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Moving forwards...?



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Moving forwards

- New 10 year kiosk and tennis contract in place
- Engaging the inactive population and hard to reach communities in a diverse programme
- Strong partnerships – exploring wider collaborations
- Continuous improvement - facility and participation programme
- Exploring feasibility of a new indoor facility at Oxford Sports Park
- Provide a service that exceeds expectations and is perceived as ‘world class’.



**For more information
please get in touch...**

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