Despatch Date: Tuesday 26 September 2017

Agenda for a Meeting of: Cabinet

Date and Time of Meeting: Wednesday, 4 October 2017 at 7.00 pm

Place of Meeting Council Chamber, Civic Centre, Esher

Principal Committee and Member Services Officer: Mrs. T. Hulse
Direct Line: 01372 474175 E-mail: thulse@elmbridge.gov.uk

Members of Cabinet:
S.J. Selleck
A. Davis
B. Fairbank
R. Green
Mrs. R.J.M. Lyon
Mrs. M. Marshall
Mrs. K. Randolph
C.R. Sadler
Mrs. J.R. Turner

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Part I Items

1. Declarations of Interest

All Members present are required to declare, at this point in the meeting or as soon as possible thereafter

(i) any disclosable pecuniary interests and / or
(ii) other interests arising under the Code of Conduct

in respect of any item(s) of business being considered at this meeting.

2. Minutes of the Cabinet meeting held on 13 September 2017 (for signing)

[Please note: these Minutes are as published online and circulated in the 27 September 2017 Council Agenda.]

Leader – Councillor S.J. Selleck

3. LGA Corporate Peer Review - Improvement Plan

Community and Corporate Development – Councillor Mrs. M. Marshall

4. CCTV Novation Report

Leisure and Culture – Councillor Mrs. J.R. Turner

5. SCC Highway Verges Cutting Contract

6. Park Tennis Courts - Summer 2017 Review

7. Initial Crematorium Feasibility Report

Resources - Councillor C.R. Sadler

8. General Data Protection Regulation - Corporate Readiness
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EXECUTIVE SUMMARY:

In January 2017, the Council agreed to undertake a Corporate Peer Review led by the Local Government Association (LGA) which took place over 3 days in June 2017 (Wednesday 14 June, Thursday 15 June and Friday 16 June).

This report presents the findings of the LGA to Cabinet and highlights the key recommendations and observations that the peer team have made and how the council can respond.

RECOMMENDED:

(A) NOTE THE FEEDBACK OF THE CORPORATE PEER REVIEW THAT WAS UNDERTAKEN BY THE LOCAL GOVERNMENT ASSOCIATION IN JUNE 2017 AND PUBLISH ON THE COUNCIL WEBSITE;

(B) CONSIDER THE IMPROVEMENT PLAN IN RESPONSE TO THE CORPORATE PEER REVIEW RECOMMENDATIONS;

(C) THE CABINET CAN:

1. AGREE THE IMPROVEMENT PLAN (RECOMMENDED OPTION). THIS WILL ENSURE THAT THE COUNCIL RESPONDS TO THE RECOMMENDATIONS MADE BY THE LOCAL GOVERNMENT ASSOCIATION PEER REVIEW TEAM AND CONTINUES TO IMPROVE THE SERVICES WE PROVIDE TO OUR RESIDENTS;

2. REQUEST FURTHER WORK BE UNDERTAKEN ON THE IMPROVEMENT PLAN. THE CABINET MAY REQUEST FURTHER WORK BE UNDERTAKEN TO DEVELOP THE IMPROVEMENT PLAN IF THERE ARE ANY AREAS OF CONCERN; OR

3. REJECT THE IMPROVEMENT PLAN. THIS IS NOT A RECOMMENDED OPTION.

IF THE IMPROVEMENT PLAN IS TO AGREED PROGRESS WILL BE MONITORED WITHIN THE NORMAL QUARTERLY MONITORING REPORTS
REPORT:

**Background**

1. Peer reviews are improvement-focused and tailored to meet the council’s individual needs. They are designed to complement and add value to a council’s own performance and improvement focus.

2. The review in June was delivered and led by experienced Councillor and Officer peers. The make-up of the peer team was agreed between the LGA and Elmbridge Borough Council, based on their relevant experience to support the focus and scope of the review. The peers used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.

3. The peer team who delivered the review in June included:
   - James Blake, Chief Executive, St Albans & District Council
   - Councillor Mike Haines, Leader of Independent Group, Teignbridge District Council
   - Councillor Fran Wilson, Leader, Maidstone Borough Council
   - Karl Dalgleish, Director KADA Research
   - Ellie Greenwood, Senior Advisor, Local Government Association
   - Kate Herbert, Programme Managers, Local Government Association

**Focus and Scope**

4. All corporate peer reviews cover core themes (all of which are underpinning features of good performance):

   1. Understanding of the local place and priority setting - Does the council understand its local context and place and use that to inform a clear vision and set of priorities.

   2. Leadership of Place - Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders.

   3. Financial planning and viability - Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully.

   4. Organisational leadership and governance - Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented.

   5. Capacity to deliver - Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes.
5. In addition to the above, the Council also asked the peer team to give special consideration to local growth and the economy.

6. In preparation for the peer team coming onsite in June the council developed a position statement to ensure that the team had a thorough understanding of Elmbridge the place and the organisation. To develop an accurate reflection of Elmbridge, the position statement was developed in consultation with staff and Members. The position statement was sent to the peer team in advance of their time onsite.

**Visit**

7. As part of the process the peer team met and spoke to more than 85 people which included a range of employees, Members, partners, local businesses, and residents. They gathered information and views from more than 30 meetings, additional research, readings, and site visits. Collectively spending more than 180 hours to determine their findings and recommendations.

**Feedback**

8. The peer team presented their initial recommendations from the peer review on Friday 16 June. The presentation was open invitation for all officers and Members to attend as well as partners who were interviewed as part of the review.

9. The feedback from the review was positive and recognised Elmbridge Borough Council as being a high performing council. The peer team also recognised the Council’s strong financial management and the high rate of resident satisfaction.

10. As the Corporate Peer Review is a programme which aims to help local authorities to improve, it also sets out recommendations on how the council can develop to improve performance. The final report received in September 2017 can be found in Appendix A.

**Improvement Plan**

11. As the peer review is an improvement tool for councils which can help lead to the development of innovative ideas, service and organisational improvements for our residents, an improvement plan has been developed in response to the recommendations.

12. The initial recommendations were displayed for both employees and Members to raise any comments they had. These comments and the initial feedback presentation were then used at the managers conference to develop an improvement plan which was facilitated by an external facilitator. Since the improvement plan has been developed it has be circulated to officers for consultation and comment. The Cabinet is now asked to give consideration to the Peer Review report and the improvement plan.
13. The draft improvement plan can be seen in Appendix B.

**Next steps**

14. If the improvement plan is agreed it is recommended that progress be monitored through the quarterly performance monitoring report which is already established. The Lead Officer for each action will be designated by the Leadership Group.

15. The LGA peer review process also includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and the progress it has made against the areas of improvement and development identified by the peer team. This follow up visit is expected to occur within the next 12-24 months.

**Financial implications:**
None for the purposes of this report.

**Environmental/Sustainability Implications:**
As set out within the report.

**Legal implications:**
None for the purposes of this report.

**Equality Implications:**
None for the purposes of this report.

**Risk Implications:**
As set out within the report.

**Community Safety Implications:**
None for the purposes of this report.

**Principal Consultees:**
Council Management Board, Heads of Service, all staff and Councillors.

**Background papers:**
None.

**Enclosures/Appendices:**
Appendix A – Local Government Association Peer Review recommendations report
Appendix B – Improvement Plan

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Corporate Peer Challenge
Elmbridge Borough Council

14th to 16th June 2017

Feedback Report

DRAFT
1. Executive Summary

Elmbridge Borough Council (EBC) is recognised as being a high performing council, with a longstanding good reputation and a strong track record, particularly on financial management. Resident satisfaction is very high and EBC delivers services that are valued by residents, including some not typically led by district councils, for example community centres.

The council has a well-respected senior officer team and passionate and enthusiastic cabinet members who are on top of their portfolios. Overview and scrutiny is generally seen to be effective and makes a positive contribution to the council. EBC benefits from having committed and enthusiastic staff, with a very positive culture across the council, and staff are keen to step up and take on more responsibility.

It was clear to the peer team that the administration is ambitious for Elmbridge. In its first year the new administration made a deliberate choice to focus on a small number of tangible and visible priorities to demonstrate to residents what can be delivered. The cabinet is now turning its attention to longer-term strategic goals for the borough. The council is starting to develop a new vision, which provides an ideal opportunity to clarify priorities for Elmbridge as a whole that are strategic in scope, and local in impact. The process to develop that vision is an opportunity to bring together members, officers, partners, and the community to shape the vision.

The council has a comparatively healthy financial position and this presents an opportunity for EBC to take bold decisions to secure the financial sustainability of the council for the future, working on a three-year forward plan. This work should involve determining the council’s political and managerial appetite for further commercialisation, income generation and use of assets.

The council is seen as a good and trusted partner, and there is an appetite from partners for the council to provide greater leadership of place. To help with this, the council could consider how it undertakes strategic thinking and horizon scanning in a holistic ‘whole place’ way, as well as focusing on short term delivery and local areas. It would be helpful for EBC to consider re-establishing a strategic partnership vehicle that could serve this purpose and create opportunities for partners to come together to talk to each other, as well as the council.

Working relations between senior officers and members are generally positive. However there is a need to develop greater clarity on relative roles and responsibilities to ensure the effectiveness of these relationships are maximised.

The council has made a great deal of progress on economic development. This work could be given greater visibility, both within the council and outside, with greater read across to other policy areas. EBC would benefit from bringing greater clarity to the ambition and strategy for Elmbridge’s economy, by developing a clear written, economic development strategy that dovetails with the new vision that is in train, and that seeks to link up other council priority workstreams. There are also opportunities to increase member involvement and ownership of economic development plans and activity, including acting as champions for this agenda.
The peer team was impressed by the wide range of good practice it saw across EBC. It is important that the council lets others know about these strengths, both internally and across the local government sector.

Finally, there are opportunities for the council to be more proactive to get the best deal for Elmbridge, by being clear about what is needed to achieve the council’s ambitions for the borough and making the case to secure that support. This can include acting as an advocate on behalf of local people to take forward wider issues of concern to residents, especially if these are issues that do not fall within the remit of the borough council.

2. Key recommendations

There are a range of suggestions and observations within the main section of the report that will inform some ‘quick wins’ and practical actions, in addition to the conversations onsite, many of which provided ideas and examples of practice from other organisations. The following are the peer team’s key recommendations to the council:

1. **Maximise the opportunities presented by the new vision work** – Use this project to bring together council members, officers, partners and residents around a clear set of priorities for the future of Elmbridge. Ensure that the resulting vision captures the principle of being both strategic in scope, and local in impact.

2. **Capitalise on the council’s healthy financial position to plan for the future** – Take the opportunity now, while the financial position is robust, to make the clear and bold decisions which secure financial sustainability of the council for the future, working on a three-year forward plan.

3. **Determine the council’s appetite for commercialisation, income generation and use of assets.** Ensure that there is political and managerial clarity about the council’s appetite, and identify skills needed and any gaps to be filled to deliver against this ambition.

4. **Bring greater clarity to the ambition and strategy for Elmbridge’s economy** – Develop a clear written, economic development strategy linked to the new vision that seeks to link up other council priority workstreams and engages relevant partners.

5. **Put Elmbridge on the map** – There is a lot of good practice across the council. It is important that the council lets others know about it, internally, across the local government sector, and beyond.

6. **Bang the table to get a better deal for Elmbridge** – Be clear about what is needed to achieve the council’s ambitions for the borough and be proactive in making the case to secure that support.

3. Summary of the Peer Challenge approach

The peer team

Peer challenges are delivered by experienced elected member and officer peers. The make-up of the peer team reflected Elmbridge’s requirements and the focus of
the peer challenge. Peers were selected on the basis of their relevant experience and expertise and agreed with the council. The peers who delivered the peer challenge at Elmbridge Borough Council were:

- James Blake, Chief Executive, St Albans & District Council
- Cllr Mike Haines, Leader of Independent Group, Teignbridge District Council
- Cllr Fran Wilson, Leader, Maidstone Borough Council
- Karl Dalgleish, Director, KADA Research Ltd
- Ellie Greenwood, Senior Advisor, Local Government Association
- Kate Herbert, Programme Manager, Local Government Association

Scope and focus

The peer team considered the following five questions which form the core components looked at by all Corporate Peer Challenges cover. These are the areas we believe are critical to councils’ performance and improvement:

1. **Understanding of the local place and priority setting**: Does the council understand its local context and place and use that to inform a clear vision and set of priorities?

2. **Leadership of Place**: Does the council provide effective leadership of place through its elected members, officers and constructive relationships and partnerships with external stakeholders?

3. **Organisational leadership and governance**: Is there effective political and managerial leadership supported by good governance and decision-making arrangements that respond to key challenges and enable change and transformation to be implemented?

4. **Financial planning and viability**: Does the council have a financial plan in place to ensure long term viability and is there evidence that it is being implemented successfully?

5. **Capacity to deliver**: Is organisational capacity aligned with priorities and does the council influence, enable and leverage external capacity to focus on agreed outcomes?

In addition to these questions, EBC asked the peer team to provide feedback on the council’s approach to economic development.

The peer challenge process

It is important to stress that this was not an inspection. Peer challenges are improvement focussed and tailored to meet individual councils’ needs. They are designed to complement and add value to a council’s own performance and improvement planning. The process is not designed to provide an in-depth or technical assessment of plans and proposals. The peer team used their experience and knowledge of local government to reflect on the information presented to them by people they met, things they saw and material that they read.
The peer team prepared for the peer challenge by reviewing a range of documents and information in order to ensure they were familiar with the council and the challenges it is facing. The team then spent 3 days onsite at Elmbridge Borough Council, during which they:

- Spoke to more than 85 people including a range of council staff together with councillors and external partners and stakeholders.
- Gathered information and views from more than 30 meetings, visits to key sites in the area and additional research and reading.
- Collectively spent more than 180 hours to determine their findings – the equivalent of one person spending more than 5 weeks in Elmbridge Borough Council.

This report provides a summary of the peer team’s findings. It builds on the feedback presentation provided by the peer team at the end of their on-site visit (14th to 16th June 2017). In presenting feedback, they have done so as fellow local government officers and members, not professional consultants or inspectors. By its nature, the peer challenge is a snapshot in time. We appreciate that some of the feedback may be about things the council is already addressing and progressing.

4. Feedback

4.1 Understanding of the local place and priority setting

Members and officers of Elmbridge Borough Council (EBC) have a very strong sense of the different places and communities across the borough and a strong basis of engagement activity. As a matter of course, EBC engages with residents more proactively than many councils, and there is an opportunity to bring a more strategic focus to this work.

Cabinet members are clearly passionate, care a great deal about the people they represent, and want to get things done at a local level. It was clear to the peer team that the administration is ambitious for Elmbridge. In its first year the new administration made a deliberate choice to focus on a small number of tangible and visible priorities to demonstrate to residents what can be delivered. Although understandable, this does mean that there has been a limited focus by members on longer-term strategic goals for the borough as a whole. It was apparent to the peer team that members of the Cabinet are now confident about the priorities they want to focus on going forward and therefore in a position to look to the longer-term, larger-scale vision for Elmbridge. Work is just beginning on developing a medium term vision and priorities to run to 2023 to provide a clear roadmap for the council.

There is a strong base of community engagement activity led by the council which is admirable. There are opportunities to do more in this area and to bring a strategic focus to this work. For example, the work to develop a new vision in itself will provide an opportunity to make stronger connections with local people. Drawing together the strong sense of local identity that exists in the various town and villages across the borough into a vision for the place of Elmbridge as a whole will help the council create a strategic plan for the borough that can be shared with members, staff, local people and partners.
There is also an opportunity for the council to be more prominent in promoting the good work it is doing and to lead key campaigns related to council priorities, capitalising on new media channels.

Recommendations

- Use the new vision work to bring members, officers, partners and residents together around a clear set of priorities that are both strategic in scope, and local in impact
- Build on the good practice examples of effective community engagement across the council, and involve residents and partners in shaping the new vision, for example public facing cabinet roadshows
- Develop a proactive communications strategy linked to the new vision, to include more significant use of campaigning, new media channels (videos, stories, hashtags, awards), and publicising achievements

4.2 Leadership of Place

Elmbridge Borough Council is seen as a good partner across the board – within the borough, by neighbouring borough councils, the county council, and beyond. The Leader attends the Surrey Leaders meetings and has recently reviewed his other commitments outside the council to be able to give more time and capacity in order to widen the reach of his role. The Chief Executive and Corporate Management Board are well-respected, and have the confidence of the residents and partners the peer team interviewed. There is good engagement by senior officers and members with partner networks and organisations.

The council employs a collaborative approach to issues of shared concern, for example the older people forum, work with police, and interfaith work. The peer team heard a number of examples of the council leading and driving partnership projects, including work around Family Support, the joint waste contract, and the development of the new sports hub.

It would be worth the council considering how it can ensure it is undertaking its strategic thinking and horizon scanning in a holistic ‘whole place’ way, as well as focusing on short term delivery and local areas. It would be helpful for EBC to consider re-establishing a strategic partnership vehicle that could serve this purpose. This might be a formal strategic partnership or some other mechanism where partners could collectively develop and commit to strategic policy and undertake joint problem solving across the borough. This would also help the council increase its ‘place shaping’ and enabling role, by creating opportunities for partners to come together to talk to each other, and not just the council. As an example, the peer team interviewed some partners who had never met each other before, despite working in complementary fields. There is an opportunity for the council to act as a broker and enabler in such situations.

The peer team was not clear about the extent to which the council champions and takes forward wider issues of concern to local people, especially if these are issues that do not fall within the remit of the borough council. These might be, for example, around local rail services, or street lighting. Residents often look to their local council as the port of first call so, as part of clarifying the council’s role as the leader of place, it would be worth considering how the council can advocate on behalf of residents on such issues. This might also include a role for overview and scrutiny to investigate and lobby.
Recommendations

- Re-establish or re-brand to create a clearer strategic partnership vehicle to lead the place, perhaps chaired by the leader of the council, to enable wider, strategic and collaborative leadership.

- Campaign on behalf of Elmbridge residents to challenge other organisations to respond to local concerns (for example, rail operator, Surrey County Council).

4.3 Organisational leadership and governance

Senior officers making up the Corporate Management Board are well thought of, visible and involved across the organisation. Members are enthusiastic and have worked hard to get up to speed on their portfolios.

Overview and scrutiny is generally seen to be effective, with a wide range of task and finish activity (for example the Performance & Finance panel), and there are helpful examples of cross-party working groups (for example the cross-party property acquisition group which enables the council to make decisions on acquisitions at speed) to help drive forward key projects. There are opportunities to build upon this cross-party working to help shape policy development, for example through group leaders meeting, and a heavier emphasis on the ‘overview’ part of overview and scrutiny.

The council has very strong performance monitoring information and a lot of it. It would be worth considering how to simplify this in order to ensure that the performance monitoring reporting arrangements focus on the key issues that concern members and support effective member oversight of key priorities.

The working relationships between officers and members are generally positive. The peer team picked up that there had been some initial tensions in member/ officer relations following the May 2016 elections. This is common following a change of administration as new relationships are established between officers and the new political leadership. Although this is broadly agreed to be settling down, the peer team did hear about some individual instances of tensions remaining.

The relationship between senior members and officers is crucial if the council is to achieve an ambitious agenda. The peer team stressed that officers and members must demonstrate an understanding of and respect for each other’s roles and responsibilities. Senior officers need to recognise that a new administration may do things differently both in tone, content and style, compared with previous administrations. Similarly, members of the new administration can have confidence and trust in EBC’s strong officer team, and need to avoid getting too involved in routine operational matters. Maximising the effectiveness of this relationship will be increasingly important as the financial challenges facing all of local government continue to bite. There is a need to prepare the ground now for the difficult decisions which will need to be taken soon (for example on budget setting, and the local plan).

The peer team saw that there are a number of staff who are keen to share ideas to help shape the future direction of the council. It would be helpful to create more opportunities to enable them to do this, including through more formal opportunities for Cabinet Members to hear directly from staff.
Recommendations

- Consider setting up meetings of all group leaders to discuss important, but non-politically contentious, issues relating to the long-term future of Elmbridge to generate wider buy-in.
- Create opportunities to involve overview and scrutiny more in 'overview' mode to help get more cross-party consensus into policy making.
- Simplify performance monitoring arrangements to ensure effective member oversight of key priorities.
- Create more formal opportunities for Cabinet members to hear from staff.
- Consider reviewing and refreshing the scheme of delegation.
- Introduce a clear programme of locally-tailored political awareness training for officers, and also a workshop for members on how to get the best out of officers.

4.4 Financial planning and viability

It is evident that Elmbridge Borough Council has benefitted from careful and impressive financial stewardship over many years. The budgets – both revenue and capital – are in a comparatively very healthy position, and have benefitted from significant year on year underspends. According to the Residents Survey, an impressive 75% of residents think the council provides value for money.

EBC has effectively used the council office building to generate income accommodating three commercial tenants, with Surrey County Council, the police and the Building Control mutual all paying rent. The new waste service – although only recently launched when the peer team was on site – will also generate savings. The council is sensibly looking down the line to plan for the impact of potential Surrey County Council decisions, for example reduced funding for community centres.

The council’s financial situation means that it has managed to avoid doing things that other councils have had to do to balance their books. This provides a strong basis for EBC to ‘weather the storm’ ahead. It also gives the council choices. There are opportunities that the council could now look to exploit to generate more income and change the way some services are delivered to relieve pressures on council tax and protect wider services. It is also important to flag that the council’s strong financial position could lead to EBC putting off tough decisions, and care should be taken to mitigate against this. The new vision exercise will need to dovetail with the medium term financial strategy to ensure that resource allocations support organisational priorities, and the peer team recommend moving to a detailed three year budget planning exercise.

The council’s investment strategy is now paying dividends and investment in property is now becoming more strategic, with plans in train to diversify the council’s portfolio and to combine sites for housing. The property acquisition member working group works well to drive the programme forward. It would be worth considering working jointly with Surrey County Council on property (for example, through One Public Estate) to develop a joint land and asset strategy to help accelerate delivery of investment.

It was not clear to the peer team what the council’s view is regarding commercialisation outside of investment in property. There is a need to have a strategic view as there are
more routes that could be pursued, supported and driven by an agreed strategic approach to commercialisation for the whole organisation. The council might consider setting up a commercial board with key members and officers to oversee and drive this work.

Similarly, the council’s appetite for risk was not clear to the peer team and the council should undertake an exercise to determine this, in line with council strategic priorities. It is also essential to ensure appropriate risk monitoring arrangements, including member oversight, for example through quarterly reporting. On both of these issues, there are opportunities to learn from how other councils have already done this so that EBC can benefit from their learning.

Recommendations

- Develop detailed 3-year financial planning exercise linked to the new vision exercise
- Explore how to work jointly with Surrey County Council on property to develop a joint land and asset strategy
- Develop a commercialisation strategy for the council, and consider setting up a Commercial Board with key members and officers linked to budget planning.
- Ensure that the council has the necessary skills to support the commercial agenda
- Determine the council’s appetite for risk, in line with council strategic priorities, with appropriate risk monitoring arrangements.

4.5 Capacity to deliver

The culture of the organisation is generally described as friendly, inclusive, hard-working, enthusiastic, progressive and approachable. The peer team met a number of passionate and positive staff who see EBC as a good employer, a ‘can do’ organisation, and a council that takes care of its staff. This is evidenced by continued investment in the learning and development budget, and staff the peer team met said they felt motivated and supported by the organisation. It was noted however that there has been inconsistent take up of learning and development opportunities. Managers need actively to encourage staff to take up these opportunities and staff need to make the most of this offer.

Staff told the peer team that they feel the council is well-run and that the CMB has a strong organisational grip. This positivity from staff is reflected in the council’s staff survey results. The peer team noted that staff sickness and turnover statistics for Elmbridge Borough Council are slightly higher than average, which appears to be odd given the positive culture at EBC, and the council may wish to explore this further. Discussions with the staff suggested that this may be due to stress caused by changes associated with cuts and austerity (for example changes to major service contracts, or wider organisational restructures). Staff felt that there was management awareness of this, as the council had already taken steps to put in place support around wellbeing.

Communications with staff are generally good, with a number of ways in which the organisation engages with staff, for example the use of staff forums, intranet, and staff lunches. However, communication flows are sometimes inconsistent and the council should ensure this is addressed. Again, it appears that there is already recognition of this as the peer team heard that communication skills training is being planned.
There are a number of cross-departmental working groups at different levels, such as the culture group and leadership group, although attendance is sometimes sporadic (for example departments are not always represented at the communications group). These, along with cross-department training opportunities, are used to help to break down silos which is to be commended.

Staff have a strong appetite to step up and lead more. The leadership group is one way of galvanising this capacity, but it would be worth considering how EBC can do more to empower staff at all levels. For example, are heads of service and managers involved enough in priority setting? Are there opportunities through the new vision exercise to engage staff across the organisation more? Could heads of service attend the culture group periodically? How is the council ensuring that succession planning and knowledge transfer is well-established, especially where the council has single points of expertise?

The council is clearly capable of delivering complex, multi-disciplinary projects, as evidenced by the development of the sports hub. However, the peer team picked up that project management is a little inconsistent across the organisation. EBC should consider how to tighten this up to ensure that the delivery of projects is not compromised as a result.

The peer team heard a number of times about frustrations caused by the council’s IT infrastructure and this warrants some attention.

**Recommendations**

- Consider the scope for CMB to delegate more – might there be a role for the re-established Leadership Group, for example?
- Ensure that all Departmental members of the Communications group attend regularly to ensure representation across all departments
- Develop a consistent approach to project management, capitalising on skills you already developed internally
- Consider how to increase take up of learning and development opportunities

**4.6 Economic Development**

Elmbridge is starting from a position of strength. The borough has a dynamic and successful economy, with a highly skilled workforce, and a high number of business start-up. The area is generating significant business rates, and there are a number of major assets across the borough. It was clear to the peer team that the council’s approach to and pace of economic development has improved significantly over the last two years, including appointing a dedicated Economic Development Officer to support the wider policy development team. All this work has culminated in the *Building a Smarter Future* strategy document and a vibrant civic improvement agenda in town centres.

EBC has forged good relationships with local business networks, the Enterprise M3 Local Enterprise Partnership, and Surrey County Council, and has recently established a local business leaders board. The Community Infrastructure Levy scheme is being directed to local priorities and infrastructure, and is a helpful tool in engaging businesses strategically. There is clear evidence of EBC playing a range of roles in economic development – ‘steering and cheering’ for business, supporting and enabling local businesses, and lobbying on issues of concern. While there is clearly a lot of activity going on, the peer team struggled to find a clear, written down expression of the council’s strategic aims and
objectives underpinning its work on economic development. For example what is the strategic vision for Elmbridge’s economy? What kind of economy will Elmbridge have in the future and for what purpose? What kind of development is needed to support the achievement of this vision? What are the implications for business, infrastructure and skills?

There is a need to ensure greater visibility both within the council and outside on economic development activity and support greater read across to other policy areas. There is also an opportunity to increase member involvement and ownership of economic development plans and activity, including acting as champions for this agenda.

Strengthening the council’s position on economic development would enable EBC to make the most of opportunities to promote Elmbridge on this agenda and to attract investment to the borough in a focussed and planned way, which supports wider council priorities. Indeed, the strategic vision work gives an opportunity to link together economic development plans with the property acquisition strategy, housing, regeneration and Local Plan priorities.

**Recommendations**

- Use the wider vision exercise to provide an opportunity to clarify the vision for the Elmbridge economy
- Involve members and others, including businesses, in developing a clear, written overarching economic strategy, supported by position statements in key areas, with clear links between aims, evidence and objectives, and a strong economic narrative
- Explore opportunities to expand economic development to incorporate other complementary work areas, for example sport, workforce skills
- Ensure clear and visible leadership from Cabinet on this agenda and greater promotion and communication of economic priorities
- Need to ‘steer, cheer and enable’ strategic investments, for example masterplanning on key strategic sites, identifying and promoting investment priorities
- Articulate more clearly the inward investment proposition to attract high quality investment opportunities to Elmbridge

5. **Next steps**

**Immediate next steps**

We appreciate the senior managerial and political leadership will want to reflect on these findings and suggestions in order to determine how the organisation wishes to take things forward.

As part of the peer challenge process, there is an offer of further activity to support this. The LGA is well placed to provide additional support, advice and guidance on a number of the areas for development and improvement and we would be happy to discuss this. Mona Sehgal, Principal Adviser is the main contact between your authority and the Local Government Association (LGA). Her contact details are: mona.sehgal@local.gov.uk/ 07795 291006
In the meantime we are keen to continue the relationship we have formed with the council throughout the peer challenge. We will endeavour to provide signposting to examples of practice and further information and guidance about the issues we have raised in this report to help inform ongoing consideration.

**Follow up visit**

The LGA Corporate Peer Challenge process includes a follow up visit. The purpose of the visit is to help the council assess the impact of the peer challenge and demonstrate the progress it has made against the areas of improvement and development identified by the peer team. It is a lighter-touch version of the original visit and does not necessarily involve all members of the original peer team. The timing of the visit is determined by the council. Our expectation is that it will occur within the next 2 years.

**Next Corporate Peer Challenge**

The current LGA sector-led improvement support offer includes an expectation that all councils will have a Corporate Peer Challenge or Finance Peer Review every 4 to 5 years. It is therefore anticipated that the council will commission their next Peer Challenge before 2022.
## Appendix B - Improvement plan

### Timescale for action

<table>
<thead>
<tr>
<th>Suggested Recommendations</th>
<th>Actions/Activities</th>
<th>Timescale for action</th>
<th>Consultation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Understanding of the local place and priority setting</strong></td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>1</strong></td>
<td>Use the new 5 year vision work to bring members, officers, partners and residents together around a clear set of priorities that are both strategic in scope, and local in impact</td>
<td>Continue with wide stakeholder engagement for the development of the Vision and priorities.</td>
<td>October – Overview and Scrutiny</td>
</tr>
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<td></td>
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<td>November - Cabinet</td>
</tr>
<tr>
<td></td>
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<td></td>
<td>December - Council</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Build on the good practice examples of effective community engagement across the council, and involve residents and partners in shaping the new vision, for example public facing cabinet roadshows</td>
<td>Continue and develop the My Elmbridge programme to engage and involve residents in shaping services.</td>
<td>Continue to develop and build on.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Consider the extension of the My Elmbridge programme. This could involve walk about events in the community with Members and profiles on social media.</td>
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<tr>
<td></td>
<td></td>
<td>Continue to develop relationships with the voluntary sector, multi-faith forum and equality stakeholder forum.</td>
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<td></td>
<td></td>
<td>Continue to involve all partnerships in relation to shaping and developing the Vision.</td>
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<td></td>
<td>Leadership of place</td>
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<tr>
<td>3</td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Build on the local business group annual health checks as part of our ongoing business engagement exercises. E.g Member ‘walkabouts’ with business groups.</td>
<td>Continue to develop and build on.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Build on the current communications strategy to be more proactive and publicise successes.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Utilise customer segmentation data to inform service delivery and to target promotion.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Develop ‘My Account’ on the Council website to allow targeted communications to go out to residents.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Continue to enhance our proactive use of social media.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Continue to enhance our proactive use of social media.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop a proactive communications strategy with more significant use of campaigning and new media – linked to the new vision</td>
<td>Consider the resourcing of a marketing function.</td>
</tr>
</tbody>
</table>

Accept
<table>
<thead>
<tr>
<th></th>
<th>Organisational leadership and governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>4</td>
<td>Re-establish or re-brand to create a clearer strategic partnership to lead the place, perhaps chaired by the leader of the council, to enable wider, strategic and collaborative leadership.</td>
</tr>
<tr>
<td>5</td>
<td>Campaign on behalf of Elmbridge residents to challenge other organisations to respond to local concerns</td>
</tr>
<tr>
<td>6</td>
<td>Consider setting up meetings of all group leaders to discuss important, but non-politically contentious, issues relating to the long-term future of Elmbridge to generate wider buy in</td>
</tr>
<tr>
<td>7</td>
<td>Create opportunities to involve overview and scrutiny more in ‘overview’ mode to help get more cross-party consensus into policy making</td>
</tr>
<tr>
<td>8</td>
<td>Simplify performance monitoring arrangements to ensure effective member oversight of key priorities</td>
</tr>
<tr>
<td></td>
<td>Organisational leadership and governance</td>
</tr>
<tr>
<td></td>
<td>Create more formal opportunities for Cabinet members to hear from staff</td>
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<tr>
<td>10</td>
<td>Consider reviewing and refreshing the scheme of delegation</td>
</tr>
<tr>
<td>11</td>
<td>Introduce a clear programme of locally-tailored political awareness training for officers, and also a workshop for members on how to get the best out of officers.</td>
</tr>
</tbody>
</table>

**Financial planning and viability**

<table>
<thead>
<tr>
<th></th>
<th>Develop detailed 3-year financial planning exercise linked to the new vision exercise</th>
<th>Continue to build on our excellent financial management approach and further develop links with the new vision.</th>
<th>Continue to develop and build on.</th>
<th>Accept</th>
</tr>
</thead>
<tbody>
<tr>
<td>12</td>
<td></td>
<td>All managers to undertake mandatory financial awareness training relevant to their role.</td>
<td>May 2018</td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Explore how to work jointly with Surrey County Council on property to develop a joint land and asset strategy</td>
<td>Explore the opportunity of working with SCC on further property opportunities</td>
<td>Start delivery of action by March 2018 and continue to develop and build on if relevant.</td>
<td>Accept</td>
</tr>
<tr>
<td>14</td>
<td>Develop a commercialisation strategy for the council, and consider setting up a Commercial Board with key members and officers linked to budget planning.</td>
<td>Consider setting up a commercialisation group to explore the opportunities available to Elmbridge Borough Council</td>
<td>Start delivery of action by June 2018 and continue to develop and build on if relevant.</td>
<td>Accept</td>
</tr>
<tr>
<td></td>
<td>Ensure that the council has the necessary skills to support the commercial agenda.</td>
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<tr>
<td></td>
<td>Determine the council’s appetite for risk, in line with council strategic priorities, with appropriate risk monitoring arrangements.</td>
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<tr>
<td></td>
<td>Include risk reporting in the quarterly performance report to CMB and report on exception basis to Members</td>
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<td></td>
<td>February 2018</td>
<td></td>
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<tr>
<td></td>
<td>Accept</td>
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</tbody>
</table>

### Capacity to deliver

<table>
<thead>
<tr>
<th></th>
<th>Consider the scope for CMB to delegate more – might there be a role for the re-established Leadership Group</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Continue with the newly reviewed Leadership Group meetings</td>
</tr>
<tr>
<td></td>
<td>Continue to develop and build on.</td>
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<td></td>
<td>Accept</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Ensure that all Departmental members of the Communications group attend regularly to ensure representation across all departments</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Maintain good levels of communication throughout the organisation</td>
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<tr>
<td></td>
<td>Continue to develop and build on.</td>
</tr>
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<td></td>
<td>Accept</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Develop a consistent approach to project management, capitalising on skills you already developed internally</th>
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<tbody>
<tr>
<td></td>
<td>Consider a centralised project management group and review the council’s approach to project management</td>
</tr>
<tr>
<td></td>
<td>Start delivery of action by October 2017 and continue to develop and build on if relevant.</td>
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<td></td>
<td>Accept</td>
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</table>

<table>
<thead>
<tr>
<th></th>
<th>Consider how to increase take up of learning and development opportunities</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Continue to utilise Learning Ambassadors to develop and communicate relevant opportunities for the organisation.</td>
</tr>
<tr>
<td></td>
<td>Continue to develop and build on.</td>
</tr>
<tr>
<td></td>
<td>March 2018</td>
</tr>
<tr>
<td></td>
<td>All new starters to complete their mandatory training in OD on their first week.</td>
</tr>
</tbody>
</table>
Develop an onboarding e-learning module for all new starters to be aware of opportunities available to them. | March 2018
---|---
Continue to promote case studies around the benefits of Learning and Development. | Continue to develop and build on.
Encourage managers to look at internal development opportunities for staff. | Continue to develop and build on.

<table>
<thead>
<tr>
<th><strong>Local growth and economy</strong></th>
</tr>
</thead>
</table>
| **21** | Use the wider vision exercise to provide an opportunity to clarify the vision for the Elmbridge economy | This consultation process will be undertaken in the development of the new vision. | October – Overview and Scrutiny
November - Cabinet
December - Council | Accept
| **22** | Involve members and others, including businesses, in developing a clear, written overarching economic strategy, supported by position statements in key areas, with clear links between aims, evidence and objectives, and a strong nomic narrative | | |
| **23** | Explore opportunities to expand economic development to incorporate other complementary work areas, for example sport, workforce skills | Establish an economic development group to oversee the delivery of the strategy. | Start delivery of action by May 2018 and continue to develop and build on. | Accept
<table>
<thead>
<tr>
<th></th>
<th>Ensure clear and visible leadership from Cabinet on this agenda and greater promotion and communication of economic priorities</th>
<th>Continue to champion economic development with the Portfolio Holder and Leader.</th>
<th>Continue to develop and build on.</th>
<th>Accept</th>
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<tbody>
<tr>
<td>24</td>
<td></td>
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<tr>
<td>25</td>
<td>Need to ‘steer, cheer and enable’ strategic investments, for example masterplanning on key strategic sites, identifying and promoting investment priorities</td>
<td>Steer, cheer and enable strategic investments, eg masterplan</td>
<td>Start delivery of action by September 2018 and continue to develop and build on.</td>
<td>Accept</td>
</tr>
<tr>
<td>26</td>
<td>Articulate more clearly the inward investment proposition to attract high quality investment opportunities to Elmbridge</td>
<td>Develop an inward investment statement.</td>
<td>March 2018 (and align with Local Plan timetable)</td>
<td>Accept</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY:

In December 2016, Council resolved that negotiations to secure the transfer of the CCTV contract and assets to Surrey Police commence in the first year of the new contract.

The purpose this report is to seek agreement from Cabinet on the novation of the Elmbridge CCTV public space CCTV contract to Surrey Police as they are a more appropriate body to administer the contract going forward as the primary user.

RECOMMENDED: THAT

(A) CABINET APPROVE THE NOVATION OF THE ELMBRIDGE CCTV CONTRACT AND ASSETS TO SURREY POLICE AS SOON AS PRACTICABLE BEFORE JUNE 2018; AND

(B) ELMBRIDGE CONTINUE TO BE UPDATED BY SURREY POLICE ON THE PERFORMANCE OF CCTV THROUGH THE ELMBRIDGE COMMUNITY AND SAFETY PARTNERSHIP.

REPORT:

1.0 Elmbridge Borough Council has provided a public space CCTV service since 2003. The objectives of the CCTV system are:

- to support the Community Safety Strategy of the Council and its partners to reduce both the level of crime and fear of crime;
- to assist the Police and others in the apprehension and prosecution of those committing crime and public disorder;
- to gather evidence by a fair and accountable method; and to improve confidence in law and order.

1.1 The Council recognises the importance of CCTV in terms of public perception as it provides a feeling of safety and reduces the fear of crime in the Borough.

1.2 EBC makes little operational use, if any, of the system. The main user is Surrey Police who use recorded footage to support investigations. There is
also a link to Surrey County Council Highways for live viewing of the EBC cameras.

1.3 As the primary user of Elmbridge Public Space CCTV, Surrey Police are the most appropriate agency to administer the contract.

1.4 In April 2017, following five years with monitoring at Safer Runnymede, Elmbridge Borough Council directly awarded the Public Space CCTV monitoring and maintenance contract to Quadrant Security Group (QSG) for three years with an option to extend for a further year.

1.5 As a result of the procurement, Elmbridge made significant annual savings and reviewed the operational capability and usage of each camera.

1.6 In addition, from April 2017, Elmbridge Borough Council ceased its agreement with Epsom and Ewell Borough Council to manage their 20 Public Space CCTV Camera as it was receiving no administration fee. Epsom and Ewell cameras are now monitored at Reigate Police Station.

1.7 Elmbridge has 51 Public space CCTV cameras. At December Council, it was resolved that 15 cameras would be turned off at the start of the contract on 1 April 2017. Therefore, QSG maintain and monitor 36 public space CCTV cameras across the Borough from the control centre at Luton Town Hall.

1.8 A notable change in the monitoring process was that CCTV is now monitored from a secure control room at Luton Town Hall rather than at Runnymede Borough Council.

1.9 A capital programme request of £150,000 was approved for Elmbridge CCTV for works in 2017-18. The majority of the capital spend is on BT costs such as connections, cables and fixings. The £150,000 was based on the movement costs of 2012. The capital cost of the CCTV movement was £89,558

1.10 For the months of April and May 2017, Elmbridge CCTV continued to be monitored at Runnymede Borough Council as per the previous agreement due to over-running BT works on the new connection between Walton, where the CCTV cabinets are located, and Luton. This was resolved in late May. Notably, there was a smooth transition and no break in CCTV coverage during the transition.

1.11 On 1 June 2017, QSG went live with the recording of the 36 Elmbridge public space CCTV cameras, with the links to and monitoring by Safer Runnymede ceasing.

1.12 All Elmbridge CCTV circuits are in the process of being novated to Elmbridge Borough Council from Safer Runnymede. This will enable a smooth transition to a new provider in the future should it be required.

1.13 An asset review is currently being undertaken of the CCTV and the locations in which it covers to ensure effective coverage. This could lead to further savings.
1.14 In December 2016, Council resolved that the negotiations to secure the transfer of the CCTV contract and assets to Surrey Police commence in the first year of the new contract.

1.15 Notably, senior management at Surrey Police were consulted on the procurement and agreed to continue to contribute towards the overall cost of Elmbridge CCTV.

1.16 On 22 September, there is a meeting at Surrey Police HQ with all Surrey districts and boroughs to discuss the future of CCTV in Surrey and the possibility of forming a Central Surrey CCTV Partnership. This follows a recent audit that has been carried out by Surrey Police around Open Space CCTV, and subsequent consultation document sent to all Borough Community Safety Officers. The summit will be hosted by Temporary Superintendent Tom Budd who has the portfolio for public space CCTV within Surrey Police. This will be an opportunity for all key stakeholders involved in CCTV to have an open discussion covering some of the following issues: Individual Borough priorities and strategic direction in relation to CCTV; Expectations of partner stakeholders in relation to CCTV; Operating Budgets; Cost Benefits Analysis of CCTV; Future ideas and plans for CCTV in Surrey.

1.17 There is a fixed annual cost for maintenance of the system is £5,400. Notably, there are additional charges for camera fault maintenance that are based on an hourly rate that vary between one and two engineer call out charges.

1.18 The Council provides contract management for the CCTV monitoring and maintenance service which includes performance monitoring, addressing faults and the procurement of the service.

1.19 Surrey Police have agreed to contribute 50% of CCTV upgrades should they be required over the course of the three-year contract.

**Novation:**

2.0 To enable novation of the CCTV contract, Elmbridge Borough Council requires a written indication from Surrey Police that states they are willing to novate the contract and therefore undertake the contract management of Elmbridge CCTV in Years 2 and 3.

2.1 On receipt of the email noting Surrey Police’s interest in managing the Elmbridge CCTV contract, a deed of novation is required to be signed by both Legal teams.

2.2 Elmbridge would continue to receive updates on the effectiveness of the CCTV system at the quarterly Elmbridge Community and Safety Partnership meetings.

2.3 Elmbridge Community and Safety Partnership would continue to contribute its views towards a central surrey CCTV Partnership.
Way forward:

3.0 To enable the novation process, it is required that the Chief Executive engages with Supt. Jerry Westerman or other senior manager at Surrey Police to receive written intention from Surrey Police regarding their interest in taking on the contract management of the Elmbridge Public Space CCTV contract;

On receipt of the email noting Surrey Police interest in managing the Elmbridge CCTV contract and assets, we are required to complete the novation form and send to Surrey Police for signing; and

To complete novation, Elmbridge would be required to undertake a handover meeting with QSG and Surrey Police.

Financial implications:
On the assumption that Surrey County Council continued to make a contribution to the Police the minimum amount payable by Elmbridge Borough Council would need to be around £12,000. However, this is subject to further negotiation with Surrey Police

Environmental/Sustainability Implications:
There are no environmental/sustainability implications at this time

Legal implications:
There are no legal implications

Equality Implications:
There are no equality implications.

Risk Implications:
None

Community Safety Implications:
There are no community safety implications

Principal Consultees:
Overview and Scrutiny Community Safety Working Group
Head of Legal
Head of Finance
Supt. Jerry Westerman Surrey Police

Background papers:
None

Enclosures/Appendices:
None

Contact details:
Nicholas Martin, Policy Officer (Partnerships)
01372 474399, nmartin@elmbridge.gov.uk
Responsibility for highway verges and weed treatment rests with the local highway authority, Surrey County Council (SCC). The current draft three-year agency agreement between SCC and EBC for grass cutting on highways verges and weed treatment commenced on 1 April 2017 running until 31 March 2020.

SCC have issued a revised 3-year funding offer to EBC, at a reduced maintenance specification and a further 36% reduction in funding.

Officers utilised the Surrey Framework to procure an alternative provider to maintain the Highway verges from 1 April 2017 which is now provided by Burleys, but separate to the main Green Spaces Contract.

RECOMMENDED: THAT MEMBERS CONSIDER THE OPTIONS FOR THE FUTURE OF THE HIGHWAY VERGES CONTRACT.

REPORT:

1. **Background**

2. Members originally approved the transfer of selected Streetscene services to Elmbridge Council at a meeting of the Cabinet in November 2008, with responsibility for the highway verge cutting, weed control and verge repairs passing to the Council from 1 April 2009.

3. The existing agency agreement between Elmbridge and Surrey County Council (SCC), including the grant to be payable for the Streetscene services expires on 31 March 2020.

4. Following a reduction in funding from SCC in 2016 Cabinet resolved in July 2016 that Option 2 – Maintain existing frequency, be supported as the preferred option moving forward. This option provides for up to 10 urban and 2 rural cuts per years at an additional cost to the Council of £3,597 a year for the remainder of the contract.

5. Officers utilised the Surrey Framework to procure an alternative provider to maintain the Highway verges from 1 April 2017 which is now provided by
Burleys, but separate to the main Green Spaces Contract. The verges have been well maintained by Burleys and satisfaction with this service has been seen to improve dramatically.

6. Surrey’s Local Highway Services Group Manager has contacted Elmbridge with the financial offer for the next 2 years, stating that their 2018/19 environmental budget (grass cutting and weed control) is reducing further by £700,000. This equates to a further 36% reduction Countywide. The current funding levels are as prescribed in the Agreement. Therefore, SCC are asking if EBC would be prepared to continue managing the SCC grass verges and weed control with a 36% reduction in current funding. The Agency Agreement stipulates a 6-month notice period, whereby SCC provided formal notice on the 31 March 2017.

7. If EBC feel unable to continue managing environmental maintenance with the revised funding offer, the County Council will take back this function, from 1st April 2018.

8. If SCC manages the service directly, they are likely to set a minimum service level at 4 urban cuts, 2 rural cuts and 1 weed spray treatment. It is accepted that this will have an impact on the street scene but is needed to ensure that SCC meet their required savings targets. This will enable time to plan for the 2018 season.

9. **Options moving forward**

10. Officers have revisited the options, previously considered by Members for delivering the service through to the end of the current funding arrangement with Surrey County Council in March 2020.

11. **Option 1.** Hand back the service to SCC. The risk here, is that local residents perceive that EBC are responsible for maintaining the highway grass verges, and will continue to complain to EBC for the likely reduced maintenance standards. Should this option be considered, a communications plan would be needed to ensure that residents were aware of the reason for the reduction in service, and how to contact SCC with any concerns.

12. **Option 2.** Carry out the minimum cuts within the available funding provided by SCC, which would be 6 urban cuts and 2 rural cuts. This option is not recommended due to the large number of complaints this is likely to generate which will require a large human resource to manage. This has previously been experienced during initial difficulties with the Green Spaces Contract where high volumes of complaints were received.

13. **Option 3.** EBC agree to further subsidise and top up the SCC funding to maintain the current funding of £137,290 approved by Cabinet in July 2016. The framework prices deliver up to 10 urban cuts and 2 rural cuts, to maintain and achieve the current quality level.
**Financial implications:**
The 2017/18 budget for payments to the contractors for Highways Grass Cutting and weed Spraying is £137,290 and £22,790 respectively, a total of £160,080. Surrey County Council provide funding of £157,920 which leaves a net cost to EBC of £2,160. In addition, EBC employee and support costs amount to £39,580, these costs are not funded by SCC.

Surrey County Council will be reducing their funding to £85,558 in 2018/19 a reduction of £72,362.

The table below summarises the three options outlined in the report.

<table>
<thead>
<tr>
<th></th>
<th>2017/18</th>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Budget</strong></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Payments to Contractor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Highways Grass Cutting</td>
<td>137,290</td>
<td>0</td>
<td>145,998</td>
<td>137,290</td>
</tr>
<tr>
<td>Weed Spraying</td>
<td>22,790</td>
<td>0</td>
<td>22,790</td>
<td>22,790</td>
</tr>
<tr>
<td>Total Expenditure</td>
<td>160,080</td>
<td>0</td>
<td>168,788</td>
<td>160,080</td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>SCC</td>
<td>(157,920)</td>
<td>0</td>
<td>(85,558)</td>
<td>(85,558)</td>
</tr>
<tr>
<td>Total Income</td>
<td>(157,920)</td>
<td>0</td>
<td>(85,558)</td>
<td>(85,558)</td>
</tr>
<tr>
<td><strong>Net Expenditure</strong></td>
<td>2,160</td>
<td>0</td>
<td>83,230</td>
<td>74,522</td>
</tr>
<tr>
<td>EBC (saving)/Additional Cost</td>
<td>(2,160)</td>
<td>81,070</td>
<td>72,362</td>
<td></td>
</tr>
</tbody>
</table>

1 – Indications from the contractor are that the costs for 6 urban cuts a year will be greater than 10 urban cuts a year.

In addition to the above, Cabinet, in July 2016 resolved to support the contract for sponsorship on roundabouts. In the 2017/18 budget setting, £20,000 income was included in the Highways Grass Cutting cost centre. However, Planning Committee in July 2017 rejected the applications for sponsorship and therefore the £20,000, will be taken out of the 2018/19 budget.

It should be noted when considering these items that the Medium Term Financial Plan and Budget Strategy report that went to Cabinet in September highlighted a funding gap over the medium term of £4m and set a savings target for 2018/19 of £1m.

**Environmental/Sustainability Implications:**
As contained within the report

**Legal implications:**
As contained within the report

**Equality Implications:**
As contained within the report
**Risk Implications:**
As contained within the report

**Community Safety Implications:**
As contained within the report

**Principal Consultees:**
CMB
Services Group Accountant
Head of Legal Services

**Background papers:**
None.

**Enclosures/Appendices:**
None

**Contact details:**
Ian Burrows
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01372 474572

Ian Gayton
Green Spaces Manager
igayton@elmbridge.gov.uk
01372 47471
EXECUTIVE SUMMARY:

The Council launched the new parks tennis booking and gate access system (seven venues) and introduced fees & charges across all twelve parks tennis venues on 12 June 2017.

Further to significant feedback from residents a number of operational changes were made to the parks tennis scheme, which are detailed in the report, including a new free tennis membership with free court access all year round for 2 hours a day every weekday at every venue.

This report provides an overview of the first summer’s operation along with recommendations for next steps.

RECOMMENDED: THAT

(A) THE PARKS TENNIS SUMMER 2017 REVIEW AND ACTION PLAN ARE NOTED; AND

(B) CAPITAL BIDS FOR REMAINING ACCESS CONTROL GATES ARE PREPARED IN DUE COURSE.

REPORT:

1. Background

2. The Council provides and maintains 31 public tennis courts across the Borough at twelve sites (11 parks and Civic Centre) and in February 2017 approved a proposal to modernise the way the parks tennis courts were operated. With strong support from the Lawn Tennis Association, the key principles of the scheme were to;

   1. Increase participation in tennis, ensuring that tennis is contributing proportionately to the Council’s physical activity strategy target to raise physical activity levels across the Borough by 1% year on year, through the provision of clear, accessible casual tennis opportunities and high quality programmed coaching activities.
2. **Provide an excellent customer experience and journey** for residents through the provision of a convenient online booking system that integrates with an advanced yet simple gate access system. Telephone bookings were possible via the customer services team for those customers without access to a computer or smartphone.

3. **Generate a new income stream**, whilst providing great value for money to residents, for the long-term resurfacing of courts and contributing to the wider savings agenda of the Council. Reduced fee options for those that can least afford to pay were included in the proposal.

3. The proposal included:

1. The introduction of a Borough wide online court booking system
2. The installation of access control gates at seven sites
3. The introduction of a three strand fees & charges policy
   - pay as you play - £5 per court per hour / £2.50 concession
   - low cost annual household “tennis membership” - £36 per annum
   - coaches license – to be determined through procurement process

4. Facility improvements
   - courts re-painted at Coronation & Churchfields Recreation Grounds
   - fencing replaced at Long Ditton & Molesey Hurst
   - fencing to be replaced at Churchfields & Elm Grove
   - Courts to be resurfaced / painted at Elm Grove

4. The number of court access gate installations was determined by a) the quality of the site b) geographic location and c) number of courts at the site with an option to install gate access technology at the remaining sites as and when they were refurbished in the future.

There was an identified risk that players would simply move to the sites where there were no access gates, however it was considered that with sufficient coverage (7 sites +), this would be significantly reduced because most players would still seek to play at the more prominent venues.

5.

<table>
<thead>
<tr>
<th>Location</th>
<th>Number of Courts</th>
<th>Booking System in place</th>
<th>Gate system in place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Churchfields Rec</td>
<td>( 4 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Civic Centre</td>
<td>( 2 )</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Cobham</td>
<td>( 2 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Coronation Rec</td>
<td>( 4 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Cricket Way</td>
<td>( 2 )</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Elm Grove</td>
<td>( 4 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Park</td>
<td>Amount</td>
<td>Access</td>
<td>Free</td>
</tr>
<tr>
<td>---------------------</td>
<td>--------</td>
<td>--------</td>
<td>------</td>
</tr>
<tr>
<td>Giggs Hill Field</td>
<td>( 2 )</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>Grovelands Rec</td>
<td>( 2 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Long Ditton Rec</td>
<td>( 2 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Molesey Hurst Rec</td>
<td>( 3 )</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Oatlands Park</td>
<td>( 2 )</td>
<td>✓</td>
<td>-</td>
</tr>
<tr>
<td>West End Rec</td>
<td>( 2 )</td>
<td>✓</td>
<td>-</td>
</tr>
</tbody>
</table>

6. **Launch**

7. The scheme launched across all 31 parks tennis courts on 12 June 2017 although the gates weren’t activated until Monday 19 June, to ease residents into the new system.

8. There was a delay in the planned launch both in terms of PR and social media due to the snap General Election and restrictions through Purdah. This meant that the new project could not be promoted earlier and restrictions made it difficult to advertise before the peak tennis season.

9. **Customer Feedback**

10. Two e-petitions were submitted to the Council relating to the introductions of charges for the Tennis Courts asking the Council to reconsider the introduction of charging. These were considered at the meeting of the Cabinet on 13 September 2017.

11. A large number of complaints were also received through correspondence and social media, about the new policy of charging for tennis. A standard response was adapted to clarify the business case on each occasion.

12. In addition, a number of compliments have been received more recently following the introduction of the scheme, suggesting that people have started to play more tennis.

13. **Changes to the original scheme after launch**

14. Further to significant feedback from residents, in discussion with the Portfolio Holder and the Leader of the Council a number of operational changes were made to the parks tennis scheme on 22 July 2017 to reflect demand for free tennis. These were communicated to all Members. These were:

15. **Weekday free court access provided all year round for 2 hours a day every weekday (Monday – Friday) at every venue, and different time slots will apply depending on whether it is school holidays or term time. The initial proposed timeslots are particularly focused on engaging children, young people and their families.**

   School holidays: 10am-12pm (Monday – Friday)
   Term-time (from Sept): 3:30pm-5:30pm (Monday – Friday)
16. It is anticipated that further weekend free court access will be provided through a potential partnership with the organisation Tennis for Free, centred around the four venues with 3 & 4 courts. The free access will take the form of a weekly 2-hour coach led & open play session where families can borrow equipment and play tennis together, with support from a coaching team. The current eligible venues are:

- Churchfields Recreation Ground – 4 courts
- Coronation Recreation Ground – 3 courts
- Molesey Hurst Recreation Ground – 3 courts
- Elm Grove Recreation Ground – 4 courts

17. These discussions are ongoing at this point in time but have been very positive and hope to be concluded in the coming weeks.

18. Supervised free tennis activity sessions were provided throughout the summer holidays.

19. Free access was provided all day at every venue during Great British Tennis Weekend (22 & 23 July 2017), the LTA’s national campaign where tennis venues invite people to play for free. In addition, one of the coaching providers, ran a free 2-hour family “come & try” session 12 – 2pm on Sunday 23 July at Churchfields Recreation Ground.

20. Introduction of a half price concession Annual Tennis Pass (£18 per year instead of £36), available to concession More card holders (not standard More card holders).

Further reduction to the concession “pay & play” hourly rate to £1 per court, per hour (currently £2.50).

Increase to the concession advance booking window to 7 days, the same as the Annual Tennis Pass holders, ensuring that ability to pay doesn’t unduly disadvantage a resident.

21. The booking system was changed to allow players to book a half hour slot at half the price of a full hour;

Pay as you play - £2.50 per 30 minutes
Concession - £0.50 per 30 minutes

22. These changes were all based on the feedback received and in detailed discussions especially with one of the lead petitioners.

23. **Usage Data against targets**

24. The following measures, as contained in the original Cabinet report have been used measure current performance, with a year 1 target shown against each measure. These are compatible with those used by the LTA & partners to measure tennis participation growth. The actual usage data for the period 12 June – 3 September 2017 is shown against the original target.
25. | Measure | Year 1 target (12 month) | 12 June – 3 Sept actual | Net Income (online)Fees removed |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of household memberships sold; Annual Tennis Pass Free Tennis Pass</td>
<td>343 n/a</td>
<td>279 (81%) 49</td>
<td>£9862.65 £0</td>
</tr>
<tr>
<td>Number of unique “members” linked to household memberships; Annual Tennis Pass Free Tennis Pass</td>
<td>646 n/a</td>
<td>719 (111%) 49</td>
<td></td>
</tr>
<tr>
<td>Number of unique “pay &amp; play” players</td>
<td>154</td>
<td>338</td>
<td>£1,127</td>
</tr>
<tr>
<td>Total number of unique players</td>
<td>800</td>
<td>1057 (not including Free Pass holders)</td>
<td></td>
</tr>
<tr>
<td>Total number of court bookings</td>
<td>5000</td>
<td>3,003 (60%)</td>
<td></td>
</tr>
<tr>
<td>Total number of court hours booked Public Coaches / Community Clubs Coaches Annual Licence (to be invoiced Sept 2017)</td>
<td>n/a</td>
<td>3823 814.5</td>
<td>£1,863.38 £4,850</td>
</tr>
<tr>
<td>Income</td>
<td>£21,963</td>
<td>N/A</td>
<td>£17,702.38 (80%)</td>
</tr>
</tbody>
</table>

26. The usage data above highlights that the take up of the scheme is on track to meet the year 1 target in all areas, and has already exceeded the number of unique members. Income currently stands at £19k, £8k off its full year target and over 3000 hours court time has already been booked, 60% of its target.

27. | Location | Courts | Gate system | Total Number of public bookings | Total public Court Hours booked |
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Churchfields Rec</td>
<td>(4)</td>
<td>✓</td>
<td>581</td>
<td>776.5</td>
</tr>
<tr>
<td>Civic Centre</td>
<td>(2)</td>
<td>-</td>
<td>134</td>
<td>170</td>
</tr>
<tr>
<td>Cobham</td>
<td>(2)</td>
<td>✓</td>
<td>438</td>
<td>496.5</td>
</tr>
<tr>
<td>Coronation Rec</td>
<td>(4)</td>
<td>✓</td>
<td>311</td>
<td>411</td>
</tr>
<tr>
<td>Cricket Way</td>
<td>(2)</td>
<td>-</td>
<td>106</td>
<td>98.5</td>
</tr>
<tr>
<td>Elm Grove</td>
<td>(4)</td>
<td>✓</td>
<td>249</td>
<td>336.5</td>
</tr>
<tr>
<td>Giggs Hill Field</td>
<td>(2)</td>
<td>-</td>
<td>78</td>
<td>84.5</td>
</tr>
<tr>
<td>Grovelands Rec</td>
<td>(2)</td>
<td>✓</td>
<td>116</td>
<td>153</td>
</tr>
<tr>
<td>Long Ditton Rec</td>
<td>(2)</td>
<td>✓</td>
<td>590</td>
<td>805</td>
</tr>
<tr>
<td>Molesey Hurst Rec</td>
<td>(3)</td>
<td>✓</td>
<td>291</td>
<td>395</td>
</tr>
<tr>
<td>Oatlands Park</td>
<td>(2)</td>
<td>-</td>
<td>74</td>
<td>66</td>
</tr>
<tr>
<td>West End Rec</td>
<td>(2)</td>
<td>-</td>
<td>35</td>
<td>30.5</td>
</tr>
</tbody>
</table>

It is worth noting that for those venues without the gate access system in place, bookings are comparatively low. Officers have carried out spot checks
on these sites and it is clear that without the access controls, people are not booking and paying for their court time. It is recommended that capital bids are prepared to install the same gate access system at the remaining sites.

28. **Free Take Up**

29. This Summer, a total of 49 Free Tennis passes were purchased. The number is lower than anticipated, however taking into consideration with the quick turnaround, overall it was a reasonable take up. For the future, the Council will ensure further promotion of the free tennis pass, and work with partners such as Tennis For Free (TFF) to encourage more people to take part in free organised sessions.

30. Throughout the Summer, the Sports Development Team organised 1.5 hours family drop in sessions at each of the 12 sites. Unfortunately, only a total of 12 children attended, giving an average attendance of 1 child per site. This will be reviewed by the Officers for future holidays.

31. Shout Out! a drop-in stay and play session was advertised as part of the Shout! Summer activity programme. This session saw 36 children and adults using the tennis courts for free over 4 events at Molesey Hurst and Cobham. These sites were chosen as identified in the Physical Activity Strategy as areas with lower levels of physical activity.

32. **Coaching Providers**

33. Following a procurement exercise, three tennis coaching providers were successful in a bid to provide coaching to 7 of the 12 park tennis courts, until August 2021. These are:

- Tatarkova Tennis - Long Ditton Recreation Ground
- Take tennis lessons – Elm Grove Recreation Ground, Coronation Recreation Ground
- Elliott Mould – Churchfields Recreation Ground, Cobham Recreation Ground (Year 1) + Civic Centre and Molesey Hurst Recreation Ground (Year 2)

34. Community sessions that will be delivered by the coaching providers include:

- Cardio Tennis - is a high energy fitness that combines elements of tennis with cardiovascular exercise, delivering the ultimate, full body aerobic workout.
- Advantage Tennis – focuses on a number of tactical themes each week, giving the game a real edge, specifically for males trying to improve their skills from beginner to intermediate level
- Tennis Xpress – an easy and fun way for adult beginners to get into the game by developing skills such as serving, rallying and scoring.
- Over 50s Tennis – tennis sessions specifically aimed at participants over the age of 50 years.
• Inclusive Tennis – an adapted version of tennis suitable for those with learning and physical disabilities.

35. Casual Coaching Pass: There are 5 remaining sites, not taken up at tender, that are therefore available for casual coaching. These sites have been promoted to other coaches on a non exclusive basis (i.e. more than one coach can work at that site) This has been based on £5 per court, per hour, with an allowance of a maximum 10 hours per week. The terms and conditions of this package states that that the coach will not get any preferential booking and will still have to book up to 7 days advance. 5 coaching providers have taken up this package at 3 of the sites:

• Cricket Way (2 tennis coaches)
  Oatlands Recreation Ground (1 tennis coach)
  Grovelands Recreation Ground (1 tennis coach)
• Playball currently use Coronation Rec & Oatlands for multisport sessions for under 8’s. We have protected their bookings from previous seasons and continue to work with them to develop their programme.

36. Officers have been made aware of a number of coaches who have continued to coach outside of any of the above approved sessions. Officers have continued to monitor and where appropriate have written to these coaches to ensure a fair approach to professional coaching on the courts.

37. Facility Improvements

38. The initial business case considered by Cabinet agreed that initially that 7 sites were identified for gate access controls, although the same booking process would apply on all courts. It has been highlighted from the booking data that there are a large number of users who are not booking or paying for courts on those sites without gates. It is therefore recommended that Capital Bids are submitted for the remaining sites to be installed in April 2018 to ensure that there is complete coverage.

39. As part of the original report to Cabinet, the following works were scheduled and have been completed:

• courts re-painted at Coronation & Churchfields Recreation Grounds
• fencing replaced at Long Ditton & Molesey Hurst

These works were also approved and will be completed in advance of spring so as not to impact the existing coaching programme:

• fencing to be replaced at Churchfields & Elm Grove
• Courts to be resurfaced / painted at Elm Grove

40. Transforming British Tennis Together (TBFF) is the largest and most exciting capital investment programme the LTA has ever undertaken. This is a great opportunity to work alongside the LTA to transform tennis facilities in the local community and get more people playing this great game.
The LTA are working towards two ambitious goals:

- To double the number of children playing tennis
- To double the number of times infrequent adults play tennis

Over the next 10 years they aim to invest £125m in British tennis facilities. With this sum matched by local partners, they hope to bring £250m into the game.

41. The funding aims to address some of the key barriers to playing tennis, such as poor weather, dark evenings, and old, analogue booking systems by focusing on:

- Doubling the number of covered and floodlit courts to increase available playing hours
- Installing online booking and entry systems so everyone can book a court
- Refurbish courts, clubhouses and other social spaces;
- Support other innovative and creative ideas that meet local demand

42. As Elmbridge have already developed a booking system, the LTA would like to focus their support on the remaining points. Currently only seven per cent of Britain's 23,000 tennis courts are covered while only one in seven park courts have floodlights. The LTA hopes to increase the number of covered courts by 750 and the number of floodlit courts by more than 4,000.

43. Areas identified as suitable for covered/floodlit sites, using data from an LTA audit are as follows:

- Civic Centre – 2 courts
- Giggs Hill – 2 courts
- Molesey Hurst Recreation Ground – 3 courts
- West End Recreation Ground – 2 courts

44. The Sports Development Office will meet with LTA to explore which options would be suitable for the Council to pursue. They will then prepare a bid to the TBTT fund in the next coming months.

45. **Tennis for Free**

Tennis For Free (TFF) is a community sports charity. The charity work with local councils, tennis clubs and coaches to provide FREE weekly coach led family oriented tennis sessions to the local communities throughout the UK in public parks. With a combination of well publicised FREE access park courts and FREE weekly coach led family oriented tennis sessions, TFF believe that's the formula for reinvigorating underutilised park tennis facilities and encouraging new people into the sport of tennis in a fun and safe surrounding.
46. An in-principle agreement has been reached, Sports Development will be meeting with TFF reps & local coaches in coming weeks to get agreements in place. The 4 sites identified as suitable venues are Churchfields Recreation Ground, Molesey Hurst Recreation Ground, Elm Grove Recreation Ground and Coronation Recreation Ground. TFF will work in partnership with our coaching providers to deliver the sessions in the Borough. We will need to ensure that the annual pass members are protected and that the TFF sessions do not conflict with their membership package.

47. **LTA Support**

The relationship between Elmbridge Borough Council and the LTA remain very positive, with the LTA seeing a strong future for tennis participation within the Borough and committed to support Elmbridge through the process of developing tennis within the community. Elmbridge has been identified as a key partner for the Transforming British Tennis Together fund.

48. The LTA have offered to fund for a Tennis Development Officer to base themselves at the Civic Centre. The purpose of the role will be to promote and develop tennis in the Borough. The role would involve working closely with the coaches and their community programmes, a strong administrative role on the Clubspark system, managing the booking systems and communication with Clubspark members, and working in partnership with the LTA on various initiatives such as TFF and Transforming British Tennis Together.

49. The Sports Development Officer will review the responsibilities of the proposed post and discuss this with the LTA to see what agreement can be made. This would be based on what needs to be done in order to drive the project forward, and how much time needs to be committed in the next coming years to ensure this happens. The Sports Development Officer would work closely with the future postholder to ensure that all actions on project timeline are met.

50. **Communications**

51. Officers are working on a communications plan for early 2018, focusing on tennis membership renewals and continuing the drive to recruit new members. A new brand was developed “Parks Tennis” to reinvigorate tennis in the park.

52. Further details have been included in the Action plan at Appendix 1.

53. **Online Booking System**

54. The Tennis booking system is managed through the LTA’s Clubspark system. Officers have been trained on the system which allows local customisation to be managed for each court. The booking system has worked well this summer, has been easy to use and has enabled communication messages to be sent to users and provide management reports.
55. Officers have received good support from Sportslab and the LTA with the system and Officers have now been invited to join the Clubspark focus group to help advise on future developments of the system.

Officers will be working to produce some simple video user guides to further communicate the booking process to potential new users.

56. **Court Access System**

57. On the whole the court access system (i.e. the gate mechanism) has worked well with very few technical problems encountered.

58. There have been a handful of issues with vandalism

- Key pads removed at two sites (Cobham & Grovelands) (more robust solutions from supplier)
- Fencing cut (Long Ditton, Grovelands, Molesey Hurst) (replaced quickly)
- Twigs / stones placed in locking mechanism (Molesey Hurst, Grovelands) (removed, often by pass holders)
- Climbing fences (putting up signage)

59. These have been reported to the police, and Ward Councillors on each occasion and repairs have been effected. There are ongoing conversations with Surrey Police and the Crime by Design officer to see if there are any other measures that could be introduced to deter future vandalism. This has also been added to the patrols for Burleys to increase visibility on the site. In addition as usage increases on the courts, there will be a natural deterrent for the facilities.

60. **Fees & Charges**

61. Fees and charges were considered by Cabinet and Council in September 2017 who agreed that there would not be any increases to the charges for in 2018/19

<table>
<thead>
<tr>
<th>Payment Options</th>
<th>Cost</th>
<th>Daily limit</th>
<th>Advance booking window</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay &amp; Play standard</td>
<td>£5 per court per hour / £2.50 per half hour</td>
<td>2 hours</td>
<td>3 days</td>
</tr>
<tr>
<td>Pay &amp; Play concession</td>
<td>£1 per court per hour / £0.50 per half hour</td>
<td>2 hours</td>
<td>7 days</td>
</tr>
<tr>
<td>Annual Tennis Pass</td>
<td>£36 per year</td>
<td>2 hours</td>
<td>7 days</td>
</tr>
</tbody>
</table>
Annual Tennis Pass concession
£18 per year 2 hours 7 days

Free Tennis Pass
FREE 1 hour 7 days

62. Next Steps

- September to December 2017 – meet TFF and further develop free tennis offer
- October to January 2018 – Confirm facility development work plan and proposals for funded development post with the LTA around Transforming British Tennis Together
- January to April 2018- promote memberships schemes, coaching programmes and develop links with schools
- May 2018 - Celebrate Great British Tennis Weekend
- June 2018 – prepare for summer scheme

A Full action plan has been prepared in light of the learning from the start of the Parks Tennis project (see Appendix 1), and will be taken forward and monitored by the Leisure Development Manager.

Financial implications:
Summary of income from 1 June to 3 September 2017

<table>
<thead>
<tr>
<th>Measure</th>
<th>Year 1 target (12 month)</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net income</td>
<td>£21,963</td>
<td>£17,702.83</td>
</tr>
</tbody>
</table>

Summary of capital expenditure

<table>
<thead>
<tr>
<th>Capital:</th>
<th>Actual</th>
<th>Commitment</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>57,693.40</td>
<td>32,564.97</td>
<td>173,700.00</td>
</tr>
</tbody>
</table>

Summary of revenue expenditure

<table>
<thead>
<tr>
<th>Revenue:</th>
<th>Budget</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>LTA registration</td>
<td>£ -</td>
<td>£200.00</td>
</tr>
<tr>
<td>Network data</td>
<td>£1,925.00</td>
<td>£1,925.00</td>
</tr>
<tr>
<td>Gate maintenance contract</td>
<td>£2,240.00</td>
<td>£2,240.00</td>
</tr>
<tr>
<td>Solar maintenance contract</td>
<td>£ -</td>
<td>£390.00</td>
</tr>
<tr>
<td>Go cardless and Stripe fees</td>
<td>£595</td>
<td>£245.74</td>
</tr>
<tr>
<td><strong>Total Revenue Commitment</strong></td>
<td>£4,760.00</td>
<td><strong>£5000.74</strong></td>
</tr>
</tbody>
</table>
Environmental/Sustainability Implications:
As contained within the report.

Legal Implications:
None

Equality Implications:
As contained within the report

Risk Implications:
A new risk assessment will be completed prior to the opening of the new facilities.

Community Safety Implications:
There have been a handful of issues of vandalism on the courts. These have been reported and Officers are working with Surrey Police to see if any other measures to deter further occurrences can be introduced.

Principal Consultees:
Portfolio Holder for Leisure and Culture
Head of Leisure and Cultural Services
Council Management Board
Leisure Development Manager
Sports Development Officer

Background papers:
None

Enclosures/Appendices:
Appendix 1 Action plan

Contact details:
Ian Burrows
Head of Leisure and Cultural Services
01372 474572
iburrows@elmbridge.gov.uk
## Action plan

<table>
<thead>
<tr>
<th>What</th>
<th>By</th>
<th>When</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Marketing</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Link to key events, national initiatives/themes (i.e. this girl can)</td>
<td>June 2018</td>
<td>Marketing Officer</td>
<td></td>
</tr>
<tr>
<td>Promotion to attract new members to take out tennis memberships linked to key tennis events (i.e. Queens, Wimbledon)</td>
<td>June 2018</td>
<td>Marketing Officer</td>
<td></td>
</tr>
<tr>
<td>Ongoing promotion to new members to use courts more, coach led activities.</td>
<td>April 2018</td>
<td>Marketing Officer</td>
<td></td>
</tr>
<tr>
<td>Increased information videos\user guides to use booking system</td>
<td>February 2018</td>
<td>Marketing Officer</td>
<td></td>
</tr>
<tr>
<td>Improve signage at each venue making clear pricing and free offers</td>
<td>November 2017</td>
<td>Marketing Officer</td>
<td></td>
</tr>
<tr>
<td><strong>Coaching</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increasing casual coach memberships</td>
<td>ongoing</td>
<td>Sports Development Officer</td>
<td></td>
</tr>
<tr>
<td>Public sessions – develop TFF</td>
<td>April 2018</td>
<td>Sports Development Officer</td>
<td></td>
</tr>
<tr>
<td>Monitor unauthorised coaching and write to any coaches abusing system.</td>
<td>ongoing</td>
<td>Sports Development Officer</td>
<td></td>
</tr>
<tr>
<td><strong>Booking system</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continue to with Clubspark User Group on developments to the system</td>
<td>ongoing</td>
<td>Sports Development Officer</td>
<td></td>
</tr>
<tr>
<td><strong>Facility improvements</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tennis Facility Improvement Plan – seek to prepare capital bids for remaining sites for gates.</td>
<td>January 2018</td>
<td>Sports Development Officer</td>
<td></td>
</tr>
<tr>
<td>– review options for external funding through LTA’s Tennis Facility Improvement Plan.</td>
<td>January 2018</td>
<td>Sports Development Officer</td>
<td></td>
</tr>
<tr>
<td><strong>Sports Development</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>-----------------</td>
<td>-----------------</td>
<td></td>
</tr>
<tr>
<td>Develop and promote new membership types (school, corporate)</td>
<td>March 2018</td>
<td>Sport Development Officer and Leisure Development Manager</td>
<td></td>
</tr>
<tr>
<td>Monitor take up of free sessions and adjust as needed</td>
<td>ongoing</td>
<td>Sport Development Officer and Leisure Development Manager</td>
<td></td>
</tr>
<tr>
<td>Progress tennis for free at 3 or 4 sites, and introduce in phased manner</td>
<td>March 2018</td>
<td>Sport Development Officer and Leisure Development Manager</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Vandalism</strong></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor security at each site, increased patrols through parks security and any recommendations from Surrey Crime advisor.</td>
<td>ongoing</td>
<td>Park Officers</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY:

Members requested initial work to explore the costs and benefits of establishing a crematorium in the Borough. The 2017/18 budget for the cemetery service excluding closed churchyards is £296,740. It is unlikely that continued increases in fees and charges will reduce this subsidy as market forces will restrict take up. One commercial option to reduce the annual net cost of the Cemeteries Service could potentially be by providing a Crematorium, although there are significant costs and barriers to breaking into an established and competitive market.

RECOMMENDATION: THAT

(A) THE INITIAL CREMATORIUM FEASIBILITY FINDINGS BE NOTED.

REPORT:

1. Background

1.1 As a part of the Council’s Medium Term Financial Strategy, Officers have continued to explore options to reduce the net cost of its services and other commercial opportunities. With this in mind, Officers have explored options to reduce the net budgeted cost of the Cemeteries Service and whether this could be achieved by providing a crematorium service in Elmbridge.

1.2 In other areas of the Country, Cemetery services such as in Guildford or Mortlake operate close to breakeven or even a profit with support from a Crematorium service.

1.3 This initial report explores the likely demand for such a service and, subject to Members views, recommends that no further work be undertaken at this point, given the likely costs of establishing such a facility and recognising the existing provision and maturity of the market in this area.

2. Demand

2.1 The demand for a crematorium can be estimated based on a proportion of the overall deaths in the Borough each year. Current Elmbridge Population 132,800 Average number of deaths 1,037 p.a. Approximate potential
number of Elmbridge residents cremated 775 (Based on National average 75% of deaths being cremated).

2.2 There are currently four crematoria that are within 11 miles of the centre of Elmbridge and these provide comprehensive services with capacity to accommodate the demand with a wide degree of flexibility without inconvenience or delays.

2.3 The choice of Crematorium used is heavily influenced by family traditions, religions and historic associations with particular facilities and also by the Funeral Director (for example, Dignity who own Randalls Park Crematorium also have five branches of Funeral Directors in Elmbridge.

3. **Location**

3.1 There are a number of factors to consider for the location of a potential crematorium. Given the cost of land, it is assumed for the purposes of this report that this would need to be sited on existing Council owned land.

3.2 On top of this there is a strong likelihood that any identified location(s) would be very sensitive and would need to be carefully considered mindful of local communities who may live near the proposed facility. Any crematorium must be at least 200 yards from a dwelling & 50 yards from a public highway (Cremation Act 1902).

3.3 If the proposed Crematorium was in the centre of Elmbridge, the furthest distance for an Elmbridge resident to travel would be approximately 3 to 4 miles and the travel time would be up to 20 minutes.

3.4 Minimum facilities should incorporate a Crematorium with Chapel to seat 80 -100, Office/mess-room, waiting room and toilet facilities. In addition, adequate car parking and a garden of remembrance would be required.

3.5 Officers from within Planning have indicated that in their view there is currently no suitable land owned by Elmbridge for a Crematorium. In the future, some provision may be needed and at that point an appropriate designation may be made via the Local Plan process.

4. **Capital investment and expenditure**

4.1 Costs of setting up a Crematorium are potentially very high:

- Purchase of land (or existing Council owned land)
- Initial cost of building a crematorium - Around £4M (Source: Institute of Cemetery and Crematorium Management ICCM)
- 1 cremator for up to 1200 cremations a year (provision could be made in the building for a second) (ICCM)
- Average life-span of a cremator is 15 years (ICCM)
5. **Examples of annual budgets – for Local Cremator**

<table>
<thead>
<tr>
<th>Facility</th>
<th>Capacity</th>
<th>Average No. Cremations p.a.</th>
<th>Average Income</th>
<th>Average Expenditure</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>2 Cremators</td>
<td>2,300</td>
<td>£1.2m</td>
<td>£800,000</td>
</tr>
<tr>
<td>B</td>
<td>2 Cremators</td>
<td>1,674</td>
<td>£887,000</td>
<td>£724,000</td>
</tr>
</tbody>
</table>

6. **Comparisons of local crematoria information and potential income for EBC**

6.1 Based on the figures in this report, the table below estimates that an Elmbridge crematorium could potentially run at a profit if the cremation charge was at the high end of the market, captured all 775 in-Borough deaths and the running costs were under £700K. (This does not include the return on the initial capital investment).

From an initial review of these figures this is considered high risk, and would take some time to reach a breakeven\profitable position.

<table>
<thead>
<tr>
<th>Four nearest Crematoria</th>
<th>Distance from Hersham (miles)</th>
<th>Travel time from Hersham (Mins)</th>
<th>Cremation Fee 2016-17 (£)</th>
<th>Potential Annual income (£)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Randalls Park Crematorium, Leatherhead KT22 0AG</td>
<td>7.5</td>
<td>18</td>
<td>999.00</td>
<td>774,225</td>
</tr>
<tr>
<td>Kingston Crematorium KT1 3EZ</td>
<td>7.3</td>
<td>23</td>
<td>599.00</td>
<td>464,225</td>
</tr>
<tr>
<td>South West Middlesex Crematorium, Hanworth TW13 5JH</td>
<td>8.6</td>
<td>25</td>
<td>490.00</td>
<td>379,750</td>
</tr>
<tr>
<td>Woking Crematorium GU21 8TJ Woking Crematorium GU21 8TJ</td>
<td>11</td>
<td>25</td>
<td>749.50</td>
<td>580,862</td>
</tr>
</tbody>
</table>

* Based on 775 cremations and assumes no out of Borough use.
7. **Risks**

7.1 There are a number of risks associated with the consideration of a new crematorium including potential resistance from residents not wishing to have a crematorium near to where they live. Also, breaking into a mature market that is being adequately served by the existing demand for cremations from Elmbridge.

7.2 Given that many families will have already cremated family members in existing crematoria, it is normal custom that future generations are also cremated at the same facilities. This could have a significant impact on numbers using the new services and therefore the profitability or otherwise of the facility.

8. **Conclusion**

8.1 It is clear from information supplied by the national institute and from discussions with local funeral directors that the presence of a crematorium can help to cross-subsidise other aspects of a Council cemeteries service. The current preference for cremations and the shortage and value of land in this area means that this is only likely to increase in the future.

8.2 Creating a crematorium requires a substantial area of land and usually includes a chapel of rest, staff and visitor facilities, parking, gardens etc. In Elmbridge the most likely place to locate such a facility would be within or adjacent to an existing cemetery. There are limited options for this but it would not be impossible.

8.3 Clearly, the siting of such a facility in an area requires planning consent and is likely to be very contentious, with obvious concerns about traffic generation and environmental safeguards including fumes/pollution.

8.4 In this area there are a range of established crematoriums with choice and flexibility in the services and prices offered. Currently there are no supply constraints in the time taken to hold a cremation and there is capacity for current and future levels of demand across the facilities within a reasonable drive time.

8.5 If the Council was to pursue the development of a crematorium, and a council owned (or purchased) site was identified, planning permission obtained etc the broad costs are estimated to be £4m.

8.6 In order to operate such a facility at breakeven it is estimated that the price point for the fees and charges would be at the top end of the current rates in this area. In addition, breaking into an established and highly competitive market carries considerable risk and, initially at least, would require price competitiveness.

8.7 From this initial research it is considered that the current position of crematoria in this area would not justify the costs and risks associated with pursuing the development of a new facility by the Council at this time.
Financial implications:
In 2017/18 the cemeteries are estimated to cost the Council £106,200 (excluding central support and capital costs), this compares to 2016/17 budget which estimated a net income of £9,300. Income from fees & charges at the cemeteries have been significantly below the budget in recent years and the 2017/18 income budget was reduced by £112,000 to reflect the reduced income stream.

Environmental/Sustainability Implications:
As detailed within the report.

Legal implications:
As detailed within the report.

Equality Implications:
As detailed within the report.

Risk Implications:
As detailed within the report.

Community Safety Implications:
As detailed within the report.

Principal Consultees:
CMB
Head of Legal Services
Group Accountant

Background papers:
None for the purposes of this report.

Enclosures/Appendices:
None for the purposes of this report.

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EXECUTIVE SUMMARY:

Significant new statutory obligations for the protection of personal data come into force on 25 May 2018. The General Data Protection Regulation (GDPR) will set new standards in data management, enhance information rights and impose greater sanctions upon data processors who fail to achieve compliance. This report sets out the programme of work that is being undertaken to ensure the Council’s readiness to meet its new responsibilities.

RECOMMENDED: THAT

(A) THE VARIOUS STEPS TAKEN OR PROPOSED TO BE CARRIED OUT BY THE COUNCIL TO ACHIEVE COMPLIANCE WITH THE GENERAL DATA PROTECTION REGULATION (GDPR) BY 25 MAY 2018 BE NOTED; AND

(B) THE ROLE OF DATA PROTECTION OFFICER, A POST REQUIRED BY ARTICLES 37-39 OF GDPR, BE UNDERTAKEN BY THE MONITORING OFFICER AND THE DISCHARGE OF THE SAID FUNCTION BE RECORDED IN THE COUNCIL’S CONSTITUTION.

REPORT:

1. Overview

1.1 The GDPR will replace the existing data protection regime. It is EU legislation (which will enter UK law despite BREXIT) which aims to:

- harmonise data protection laws by the creation of a single EU-wide legal framework
- recognise and embrace technological advances for businesses; and
- strengthen citizens’ fundamental data protection rights

The GDPR is a Regulation, not a Directive, which means that it will have direct effect throughout the EU and does not require any enabling legislation to be passed by national governments. It will come into force on 25th May 2018 following a two-year transitional period.
1.2 The GDPR will require us to know what personal data we hold, where it came from and who we can share it with. We will need to communicate with our customers as to how we will use their information. We will need to show that we have effective policies and procedures in place to comply with data protection principles.

1.3 According to the European Commission, "personal data is any information relating to an individual, whether it relates to his or her private, professional or public life. It can be anything from a name, a photo, an email address, bank details, posts on social networking websites, medical information, or a computer's IP address". The definition of personal data is similar to the definition in the existing Data Protection Act 1998.

1.4 The Regulation applies if the data controller or processor (organisation) or the data subject (person) is based in the EU. The definitions of “data controller”, “data processor” and “data subject” are again similar to those in the existing law. The term “sensitive personal data” used in the existing Act is replaced by “special categories of personal data”. These are similar to the existing categories of “sensitive personal data”, except that “biometric data for the purpose of uniquely identifying a natural person” now falls within the “special categories”, whereas data relating to criminal convictions and offences does not. The rules governing the processing of the “special categories” are similar to those currently governing the processing of sensitive personal data.

2 New Obligations and New Rights

2.1 The basic rules relating to the processing of personal data are similar to those which exist under the Data Protection Act 1998. Like the Act, the Regulation lays down a series of data protection principles, which again are similar to those which currently exist, with the addition of the requirement that “the data controller shall be responsible for, and be able to demonstrate, compliance with the principles”. Other key features:-

- new rules for dealing with Subject Access Requests (e.g. just a month to comply, rather than the current 40 days)
- maintaining detailed records of data processing activities
- providing more information in Privacy Notices (e.g. the legal basis for processing personal data)
- privacy by design and by default (a new concept ensuring that data protection issues are taken into account as a matter of course)

2.2 The GDPR gives individuals the following rights:-

- the right to be informed (as to how one’s data is being processed)
- the right of access (to one’s own personal data)
- the right to rectification (of one’s own personal data if it is inaccurate)
- the right to erasure (the “right to be forgotten”)
- the right to restrict processing
- the right to data portability
- the right to object (to certain ways of processing data)
• rights in relation to automated decision making and profiling.

2.3 Most of these rights are the same as, or analogous to, rights which already exist under the Data Protection Act 1998, but some of them are new, notably the “right to erasure” and the “right to data portability”.

3 Customer Engagement

3.1 We have long been familiar with the need to advise our customers how we will be using their personal data but in future we will need to tell them more. We will set out the legal basis for processing the data, our data retention periods and that customers have a right to complain to the Information Commissioner’s Office (ICO) if they think there is a problem in the way we are handling their information. The GDPR will expressly impose an obligation to be concise and transparent when communicating information. Our Privacy Notices will need to be clear and in plain language, as this information must be available to the data subject when obtaining consent to process personal data.

3.2 For the first time, the GDPR will bring in special protection for children’s personal data. If we collect information about children, we will need a parent or guardian’s consent to be able to process their data lawfully. If we aim services at children, our Privacy Notices will need to be written in a language that children will understand.

4 The Accountability Principle

4.1 The Regulation introduces a new “accountability principle”. This requires organisations to be able to demonstrate that that they comply with the other data protection principles. This can be done by:-

• introducing internal data protection policies such as staff training, internal audits of processing activities, and reviews of internal HR policies.
• maintaining relevant documentation on processing activities.
• appointing a data protection officer.
• using data protection impact assessments where appropriate

4.2 The Regulation imposes a new duty on organisations with more than 250 employees to maintain internal records of data processing activities. The following information needs to be recorded:-

• name and details of the organisation and the Data Protection Officer
• purposes of processing.
• description of the categories of individuals and categories of personal data
• categories of recipients of personal data.
• details of transfers to countries outside the EU including documentation of the transfer mechanism safeguards in place
• retention schedules
• description of technical and organisational security measures
5 Data Protection Officer

5.1 The Regulation introduces a new duty upon local authorities to appoint a Data Protection Officer whose duties are as follows:-

- to inform and advise the organisation and its employees about their obligations to comply with the GDPR and other data protection laws
- to monitor compliance with the GDPR and other data protection laws, including managing internal data protection activities, advise on data protection impact assessments; train staff and conduct internal audits
- to be the first point of contact for supervisory authorities and for individuals whose data is processed (employees, customers etc.)

5.2 The organisation must ensure that:-

- the DPO reports to the highest management level of the organisation – i.e. at CMB level
- the DPO operates independently and is not dismissed or penalised for performing their task
- adequate resources are provided to enable DPOs to meet their GDPR obligations

5.3 A Job Description and Person Specification for this role has been prepared using ICO and other authoritative guidance. The approach of other local authorities has been considered. The DPO can be a member of staff or a contractor. The recommendation to the Council is to designate the Monitoring Officer (the Head of Legal Services) as the DPO, being a position that has a direct reporting line to CMB and the necessary independence of action (and expertise in Data Protection Law) to fulfil the requirements of the office.

6 Council Readiness

6.1 Fortunately, the Council’s preparations for GDPR began within an established framework for Information Governance with much of our existing approach to compliance valid and providing a sound starting point. The current arrangements include a detailed policy base, an Information Governance Group that meets regularly and oversees corporate compliance, an established mechanism for identifying, reporting and dealing with information security breaches, and significant officer experience in data and records management.

6.2 Across the organisation, different teams already have knowledge and experience of the principles that underpin effective data management. For example, Organisational Development handles, and has responsibility for, many data sets including sensitive personal data ranging from employee data essential for the performance of employment contracts to mailing lists for communications purposes. The following list illustrates these:

- Employee HR data – e.g. bank details, details of disciplinary action, pay arrangements, information around disability etc.
- Elmbridge Business Network/E-review subscription list – e.g. name and email address etc.
- Residents’ Panel – e.g. number of children, ethnicity, housing tenure, address etc.
- Family Support Case Files – e.g. names, health records etc.
- CCTV monitoring and incident data – e.g. incident data, police reference numbers etc.

6.3 The Organisational Development team already takes a number of precautions to ensure that it is adhering to current data protection procedures, including storing data securely, not collecting data that is unnecessary for the intended processing purposes, maintaining its information asset register and ensuring that staff have completed their information governance and data protection training.

6.4 A corporate approach to compliance has, so far, seen substantial progress in the following areas:

- Review of the Information Asset registers – the records in these registers have been reviewed and updated, with new data being added, such as:
  - details about responsibility for where and how information is stored
    - if it is stored in ICT systems, then systems administrator details will be added
    - this will be followed up with workshops on Systems Administrator responsibilities and activities, to be arranged for all administrators by ICT
  - details about personal data that is collected and processed, on what legal basis, with the associated privacy notices being updated
    - updated standard paragraphs for privacy notices/the website are being drafted to cover requirements for the ‘right to be informed’
  - details about how personal data is shared, who with, and on what legal basis
  - details of special categories of personal data and the conditions for processing those

- Updates will include changes in staff/role names in the current registers, or to note any new or obsolete information assets.

6.5 The above records will also help us to comply with the recordkeeping requirements of the GDPR. ICT have created a database to store this information, and will contact administrators to fill these details in. Workshops are being run to help teams to complete data where they are unsure what that data should be.
6.6 Work is also underway on an audit of the Council’s existing contractual arrangements. The GDPR imposes more onerous obligations to ensure that the right contractual guarantees are in place when organisations appoint data processors. For example, we are checking our payroll arrangements to ensure that these meet compliance requirements and that data-handling by outside suppliers satisfies a due diligence threshold.

6.7 Officer training has concentrated and will continue to focus on the obligations of senior managers and Information Asset Owners. Member awareness will be best served by our arranging of ‘bite-sized’ sessions to cover the essential principles and to demonstrate the widest corporate readiness for these important new measures.

7 Data Protection Bill

7.1 The Department for Digital, Culture, Media and Sport is leading the Government’s plans to ensure that the GDPR best supports UK interests – for citizens and businesses. On 7 August 2017 Matt Hancock MP, Minister of State for Digital, set out the Government’s ‘Statement of Intent’ with details of a new Data Protection Bill.

7.2 The Bill will bring data protection laws up to date. The intention is to support innovation whilst remaining assured that our data is safe in the digital world. Although the GPDR takes direct effect on 25 May 2018, the Government recognises the need to adjust our domestic law to remove any inconsistencies and allow businesses to operate under a single standard. The GDPR requires some modification to ensure it works for the benefit of the UK.

7.3 Matt Hancock said:

“Our measures are designed to support businesses in their use of data, and give consumers the confidence that their data is protected and those who misuse it will be held to account.

“The new Data Protection Bill will give us one of the most robust, yet dynamic, set of data laws in the world. The Bill will give people more control over their data, require more consent for its use, and prepare Britain for Brexit. We have some of the best data science in the world and this new law will help it to thrive.”

7.4 Elizabeth Denham, Information Commissioner, said:

“We are pleased the Government recognises the importance of data protection, its central role in increasing trust and confidence in the digital economy and the benefits the enhanced protections will bring to the public.”

1 Department for Digital, Culture, Media and Sport – “A New Data Protection Bill: Our Planned Reforms” – 7 August 2017
**Financial implications:** The costs of corporate preparation arise principally from training needs and organisation of resources to ensure compliance. It is hoped that these will be met from existing training and staff budgets.

**Environmental/Sustainability Implications:** There are none arising.

**Legal implications:** These are set out in the report.

**Equality Implications:** There are none arising.

**Risk Implications:** Failure to comply with the GDPR can place the Council at risk of a substantial fine, including failing to notify the ICO of a breach within a 72-hour period as well as a fine for the breach itself. Across Europe, fines will be set at 2 levels (up to €10 m or 2% of annual turnover – whichever is the greatest – for level 1 fines and up to €20 m or 4% of annual turnover – whichever is the greatest – for level 2 fines. The potential adverse consequences of non-compliance will feature in our Risk Registers.

The GDPR introduces a new duty to report all data security breaches to the Information Commissioner's Office where such a breach is “likely to result in a risk to the rights and freedoms of individuals”. (e.g. if the breach could result in discrimination, damage to reputation, financial loss, loss of confidentiality or any other significant economic or social disadvantage). Such breaches must be reported within 72 hours of discovering the breach, where feasible.

**Community Safety Implications:** There are none arising.

**Principal Consultees:** Portfolio Holder, CMB, Records Management Officer.

**Background papers:** None

**Enclosures/Appendices:** None

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