

Cabinet Meeting	
Meeting Date	Wednesday 13 July 2019
Report Title	CCTV Future Service Delivery Options
Cabinet Member	Cllr Richard Palmer, Cabinet Member for Communities
SMT Lead	Emma Wiggins
Head of Service	Charlotte Hudson
Lead Officer	Stephanie Curtis
Key Decision	Yes
Classification	Open
Recommendations	<ol style="list-style-type: none"> 1. For Cabinet to approve the proposed Public Space CCTV monitoring delivery model 2. For Cabinet to note that officers will be conducting a procurement exercise for the proposed upgrade to the Public Space CCTV Service and Town Centre Wi-Fi, which will be brought back to Cabinet for approval

1 Purpose of Report and Executive Summary

- 1.1 This report seeks approval from Cabinet on proposed changes to the monitoring delivery model for the Public Space CCTV service. It also advises on the proposals for an upgrade to the CCTV equipment and transmission, which is required in order to future proof the service.

2 Background

- 2.1 The Swale Public Space CCTV Service currently consists of 52 field cameras and is monitored 24/7/365 by Medway Commercial Group from a control room in Strood, on behalf of the CCTV Partnership with Medway, Maidstone and Gravesham Councils.
- 2.2 The Public Space CCTV Service aims to:
- Help to prevent and detect crime and Anti-Social Behaviour;
 - Provide quality evidence to support Police investigations and prosecutions;
 - Support most vulnerable members of the community;
 - Support management of emergencies or major incidents, along with ongoing out of hours assistance;
- 2.3 A review of the Public Space CCTV has been completed, with Global MSC Ltd commissioned to provide technical CCTV advice to inform this. The review identified a number of key concerns regarding both the equipment and current operating model:

- The CCTV system is an aged and outdated analogue system, with many cameras and equipment having reached or nearing the end of their life, with parts becoming harder to source;
- There is difficulty in evidencing that the quality of recorded footage is of evidential standard in low lighting areas or when a recording has been retrospectively interrogated i.e. zooming required as part of investigation on a recording;
- The data from the cameras is fed back to a control room through Fibre Lines which are expensive and inflexible;
- Analysis of the current operating model has shown a significant decrease in the number of incidents detected by CCTV operators.

2.4 The review identified a number of opportunities for the CCTV Service looking to the future, if technological upgrades could be accessed. These include:

- A digital system would deliver better quality images meaning that they can now be retrospectively interrogated without the need for an operator to have zoomed into an incident; and advances in analytical software could change the way in which the system is used to identify concerns. Both advances could reduce the need for 24/7/365 monitoring.
- A wireless system would not only reduce the ongoing need for expensive fibre lines but allow a CCTV system to be more flexible in its deployment locations. It would also allow for the installation of Town Centre Wi-Fi.

2.5 There were a number of concerns regarding the current operating model within the CCTV Partnership. These included a lack of sound governance, business development and poor communication both at Partnership Board meetings and outside of these that had been raised by Swale Borough Council but not addressed to a satisfactory standard by the Partnership. The Agreement for the CCTV Partnership stipulated a that notice to leave must be provided in the March, to be able to leave at the beginning of the next financial year. Therefore, notice to leave the Partnership has already been given and this will currently see Swale leave the CCTV Partnership on the 31 March 2020.

3 Proposals

3.1 The monitoring delivery model proposed within this paper is interdependent on the proposal for the equipment and transmission upgrade.

Monitoring Delivery Model

3.2 The proposed CCTV Monitoring Delivery Model would be that a CCTV Control Room is installed within the Multi-Storey Car Park in Sittingbourne Town Centre, which will be under Swale Borough Councils direct Management. Monitoring hours would be reduced to be in line with periods of higher crime/ASB and retail and night time economy premises working hours to prevent excessive costs on

operators with limited outcomes. Operational hours would be reviewed on an annual basis and capacity would be built in to operate out of hours in the case of a major incident.

This proposed model would see operators with local knowledge of Swale and the ability to build good working relationships with key stakeholders (Police, SwaleSafe and SBC staff) to effectively target monitoring and share intelligence – both of which are limited within the current model.

There would be capacity within the proposed control room to in the future, monitor another Local Authority's CCTV system should it be required.

Equipment and Transmission

- 3.3 It is proposed that the Swale Public Space CCTV service equipment be upgraded to enable a fully digitised, wireless solution.

This will ensure that the service can continue to operate, removing the ageing equipment. It will provide better image quality of evidential standard and the availability of analytic technology will increase the effectiveness of the service. The implementation of wireless transmission will enable annual revenue savings and a more flexible system.

Town Centre Wi-Fi

- 3.4 It is proposed that Town Centre Wi-Fi is offered within Sittingbourne, Sheerness and Faversham Town Centres, utilising the wireless CCTV infrastructure. There would be an additional cost, however it would enable the Council to interact with the community in a new way – through community messaging; better access to the Councils website; access to electronic cash cards; and better access to online payment for car parking.

Recommendation 1: For Cabinet to approve the proposed Public Space CCTV monitoring delivery model.

Recommendation 2: For Cabinet to note that officers will be conducting a procurement exercise for the proposed upgrade to the Public Space CCTV Services and Town Centre Wi-Fi, which will be brought back to Cabinet for approval.

4 Alternative Options

Monitoring Delivery Model

- 4.1 'Do nothing' – To not amend the monitoring delivery model. This is not recommended as notice to leave the existing CCTV Partnership has already been given and without an alternative control room in place by the 1 April 2020, there would be no mechanism for monitoring of cameras or their footage. It is also not recommended to not review the service operating hours to be in line with high

crime periods – operator costs form a large percentage of the overall service costs and it is very difficult to prove the effectiveness of monitoring overnight when crime statistics show very little crime is actually recorded during these hours. The equipment upgrades to the system required can only be afforded through an invest to save approach using savings made largely from reduced monitoring hours.

- 4.2 Stay within the CCTV Partnership - The notice to leave the CCTV Partnership could be withdrawn in order for Swale to stay within the Partnership. This is not recommended as a number of contract management issues have been identified over the last 18 months and the effectiveness of the service has shown clear reductions through incidents detected. Maidstone Council are also withdrawing from the Partnership and this would have a financial impact on the costs to Swale. There is also a need to move the existing Strood Control Room and this is likely to have a large financial impact on those remaining partners. The need to upgrade the field equipment and transmission would still be required, even if we stayed within the Partnership.
- 4.3 Cease operating a public space CCTV service – This option is not recommended as it would result in both the prevention/detection element of the service, along with the loss of recorded footage that the Police require as part of retrospective investigations. A few Council, such as Westminster, have ceased their service, based on the limited research that is available regarding the effectiveness of CCTV and that their area has copious amounts of private CCTV systems. Such knowledge of Swale private CCTV systems is not known.
- 4.4 Creation of a 'passive recording centre' with the ability for live monitoring for special events: This option would involve a recording only CCTV service, with no live monitoring apart from special events e.g. Hop Festival. The recorded footage would still be made available to Police for retrospective investigations. If the equipment had been upgraded, the quality of images for such action would be superior to now. This option could see an increase in crime/ASB without operators, however advances in the analytical software could partly mitigate this. Swale Safe have expressed concern at such a model as their service is reliant upon interaction with operators.
- 4.5 Tender for a monitoring service with a private/local authority partnership: There are a number of local authorities within the Kent area that could offer a monitoring service, within a partnership arrangement. A private sector company may not provide the targeted crime/ASB monitoring that would be required as can be focused upon alarm calls, but are available. This option would also be unlikely to see operators with local knowledge of the area required for the most effective service. Delivery costs would vary and are unlikely to be significantly cheaper than the proposed solution.

Equipment and Transmission

- 4.6 'Do nothing' - It is not recommended to not upgrade the equipment as this will result in a service that can no longer operate in the near future when parts can no

longer be sourced for the aged equipment. Footage from the cameras would continue to be poorer quality and may not always be able to be used as evidence.

- 4.7 Undertake a gradual upgrade programme over a long-term period – The digital and wireless upgrade could be undertaken over a longer period of time, town by town, to reduce the amount of up-front expenditure or reduction in monitoring hours. However, based upon the current renewals fund and savings that could be made yearly from removal of fibre line transmissions, this would take over 5 years. There could also be an issue between compatibility of a new and old system and the benefits of the upgraded part of the system could not be realised.

Town Centre Wi-Fi

- 4.8 ‘Do Nothing’ – To not deliver town centre wi-fi as part of a CCTV equipment upgrade. This would see the loss of an opportunity to engage with the community through this mechanism, although it could be installed at a later stage.

5 Consultation Undertaken or Proposed

- 5.1 Discussions have been held with key stakeholders including Kent Police and Swale Safe as the CCTV review has progressed. Feedback has included:
- Current operators often have limited knowledge of the area they are monitoring, and this has been a cause for concern;
 - Kent Police were supportive of an upgrade to the CCTV system and changes to an operating model. The importance of ensuring a mechanism is in place for CCTV monitoring of a major incident outside of normal operating hours was stressed.
 - Any technology upgrade also needs to consider the Police DAMS (Digital Asset Management System) Project and ensure that any new system is compatible with the objectives of this project (to share images online);
 - Swale Safe have stressed that any changes to monitoring hours or moving to recording only would result in operational risk to the Swale Safe scheme. However, if monitoring hours are inline with their members operating hours then this is less of a concern.
- 5.2 A public consultation was undertaken on a draft Public Space CCTV Strategy in May 2019. All responses were supportive of the Council continuing to deliver a public space CCTV service and to use technology to be the best advantage within this.

6 Implications

Issue	Implications
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Corporate Plan	The proposals in this report delivers against the Corporate Priority 'Delivering the Council of tomorrow'.
Financial, Resource and Property	<p>The 2019/20 annual revenue budget for the Public Space CCTV Service is £277,000. The Service is funded solely by Swale BC.</p> <p>The proposed operating model has been estimated to save approx. £70,000 per year. The anticipated cost of the equipment upgrade and installation of a control room within the Multi-Storey Car Park is £335,000.</p> <p>Therefore, the cost of the proposals could be paid off within 5 years using an invest to save approach.</p> <p>The ongoing revenue budget also incorporates a renewals fund, to replace the field cameras after 7 years when they reach the end of their useable life and their technology is outdated. This renewal fund would mean there would be no need for a further modernisation programme in the near future.</p> <p>A contingency has been built into both the annual revenue costs and one-off costs as there are some elements of the proposal that cannot accurately be predicted. For example, there may be redundancy costs for MCG staff and the costs of the upgrades are based upon estimates from a technical consultant and knowledge of similar project costs from neighbouring authorities – exact costs will be determined following a tendering process and would be brought back to Cabinet for approval.</p>
Legal, Statutory and Procurement	<p>There is no Statutory Duty to deliver CCTV. However Section 17 of the Crime and Disorder Act 1998 places an obligation on local authorities to consider the crime, disorder and environmental issues affecting the local area and ensure their activities do all they reasonably can to prevent them. The implementation and monitoring of CCTV is one such activity delivered by Swale Borough Council that ensures this obligation is met.</p> <p>The Surveillance Camera Code of Practice provides guidance on how all public space CCTV services should be managed. This needs to be borne in mind along with the Data Protection Act and Freedom of Information Act. Adherence to our legal requirements is currently led through the CCTV Partnership, but a compliance role will be built into the staff modelling for the proposal.</p> <p>There will be a requirement for procurement activity for the delivery of the agreed model in relation to equipment and transmission upgrades; and installation of a control room. It is proposed that these are procured through the ESPO - Security and Surveillance</p>

	Equipment & Services Framework.
Crime and Disorder	<p>The main objective of the CCTV service is to prevent and detect crime and Anti-Social Behaviour (ASB). It is also in place to support vulnerable individuals such as those that go missing.</p> <p>The statistics currently available for the current service have shown a reduction in the incidents logged by CCTV operators – this could be related to changes in the way in which the current monitoring model operates (non local operators with at times limited knowledge of the areas they are monitoring – which is required for effective detection).</p> <p>Research has shown that CCTV is most effective when used as a package of tools to tackle a specified issue. There has been an increase in reported crime to Kent Police and a localised delivery model with improved equipment and linkage to local officers should provide a more effective service to help combat this increase in crime.</p> <p>The proposed change to the operating model would see monitoring hours more closely aligned to times of higher crime levels, in consultation with Kent Police.</p>
Environment and Sustainability	<p>A renewals fund has been built into the ongoing revenue budget for the service that would allow for the complete replacement of all field cameras every 5-7 years. This is due to the rate at which camera technology is improving and would ensure that any CCTV service operated remains modern and effective.</p>
Health and Wellbeing	<p>The Public Space CCTV service seeks to create safer communities - not only in a sense of feeling safer, but also by reducing the risk of physical injury. It also provides a service to protect vulnerable members of the community e.g. those that go missing.</p>
Risk Management and Health and Safety	<p>Risk assessments for the proposals have been compiled. Mitigating measures have been identified for the greater inherent risks. This includes monitoring in the case of a major incident out of hours for the Police. An on-call system would be considered along with training of wider SBC staff. There would also be an expectation that staff would be at times lone working and plans to reduce the health and safety implications would need to be considered.</p> <p>A full project plan will be compiled following agreement of the proposals to ensure that the project is carefully implemented to ensure there are no extra costs – if the monitoring centre is moved prior to the equipment upgrades, there would be an increased cost to ensure the existing BT fibre lines are fed into the control room. Given that notice has already been given to the CCTV Partnership,</p>

	<p>any delay to beginning the procurement process for the system upgrade could result in the control room needing to be moved before the end of March 2020.</p> <p>The proposed monitoring model's staffing levels is based upon a similar neighbouring authority – there is a risk regarding the resilience of staffing, but a budget has been provisionally allocated for on-call operators to help mitigate this.</p> <p>There is limited evidence to demonstrate the preventative element of monitored CCTV, however there would be a regular review of monitoring times and peak crime times to ensure that they are correctly aligned.</p>
Equality and Diversity	An Equality Impact Assessment has been completed. No specific implications on groups with protected characteristics have been identified.
Privacy and Data Protection	<p>The proposals within this report are to continue to operate and modernise the existing CCTV footprint. Additional cameras are not to be installed and there have been regular reviews of all camera locations to ensure that their ongoing deployment is justified considering the impact on individuals' privacy. The most recent review of camera locations and this justification process was completed in early 2018.</p> <p>There will be an ongoing requirement to ensure that the CCTV Service is delivered inline with Data Protection requirements (including the secure storage and management of images) and the other legal requirements for CCTV (CCTV Code of Practice).</p>

7 Appendices

There are no appendices.

8 Background Papers

There are no background papers.