

**CCTV – MANAGEMENT & OPERATIONAL ARRANGEMENTS**  
(Report by Head of Environment & Transport)

**1. INTRODUCTION**

- 1.1 The Council's Closed Circuit Television (CCTV) service has operated for some seven years and has proved itself to be very effective during that time. It is used extensively by the Police, is much valued by town centre businesses and makes a significant contribution to reducing fear of crime in the people using our town centres.
- 1.2 Until February 2003 the CCTV service was managed by the Community Safety Team Leader, who also had responsibility for the Council's emergency planning arrangements. Since that date the management of community safety and CCTV/emergency planning have been separated on a temporary basis with significant benefits to both services. Cabinet now needs to make a decision in respect of the release of funding from the approved MTP if this arrangement is to be made permanent.
- 1.3 Two separate studies commissioned by the Council have looked, firstly, at the effectiveness of the CCTV systems and, secondly, at the condition of the equipment.
- 1.4 This report details for Cabinet a number of staffing, operational, system and maintenance issues that need to be addressed to ensure the continued effectiveness of the CCTV service. It recommends actions to address those issues and seeks approval to the consequential financial implications.

**2. BACKGROUND**

- 2.1 The Council used the opportunity provided by Home Office capital grants in the mid 1990s to develop its initial CCTV service. The service now operates 110 fixed cameras covering the towns of Huntingdon, Godmanchester, Ramsey, St. Neots and St. Ives, has two remotely deployable cameras, two dial-up cameras in remote locations and its capability in rural areas has recently been significantly enhanced by the launch of the mobile CCTV vehicle.
- 2.2 CCTV cameras play an important role in reducing crime and disorder, promoting public reassurance and assisting in emergency planning situations. The cameras are involved in some 1,800 incidents annually. In excess of 800 tape reviews will be completed by the

Police in 2004/05 and typically 25% of these will provide evidence that will be used in prosecutions.

- 2.3 The CCTV operators are in direct contact with the police and Police Community Support Officers (PCSOs) through the constabulary's "airwave" radio system, which enables effective use of the cameras in tackling crime and anti-social behaviour. The CCTV control room also is in contact with town centre retailers through the 'shop watch' radio system and make a substantial contribution to combating shop lifting through the identification and monitoring of suspects.
- 2.4 Twenty-four hour manning of the CCTV control room has enabled it to provide the point of contact, outside of normal office hours, for the public and other agencies seeking emergency assistance from the District Council. The CCTV operators deal with some 2,000 calls annually. It provides an essential role in the Council's statutory homelessness service, manages service requests from the Police and Fire Service and processes request from the public which may warrant an emergency response. If the matter is routine it is forwarded to the relevant service for action when the offices open
- 2.5 A review of the existing CCTV systems was commissioned in 2003 to provide a thorough evaluation of performance from a technical, operational and management perspective. Following this, an audit was undertaken to assess the current condition of all of the cameras in the CCTV system. The review and audit highlighted a number of areas for improvement.
- 2.6 Generally the CCTV cameras have been purchased and are owned by the council. However, forty-two cameras were provided through leasing arrangements in 1998 and 1999. The leases run out in 2005/06 for 16 cameras in St Ives and 2006/07 for 26 cameras in Huntingdon.
- 2.7 The Security Industry Authority is in the process of preparing guidelines on the training and qualification required by staff operating public space CCTV services. This is likely to impose a significant initial training requirement and the need for ongoing refresher training in areas of the law including Police and Criminal Evidence, Human Rights, Freedom of Information, Regulatory Investigatory Power and Data Protection.

### **3. MANAGEMENT OF THE SERVICE**

- 3.1 Following the secondment of the Community Safety Team Leader to the National Community Safety Network, in February 2003, the opportunity was taken to split the day-to-day management of community safety from the management of CCTV/emergency planning. The temporary upgrading of two employees achieved this within existing budgets.

- 3.2 The CCTV/emergency planning post, however, was not full-time and the temporary post holder retained some responsibility for the design of capital projects. Notwithstanding this experience has shown that all service areas have benefited from the increased management focus provided by the new arrangement.
- 3.3 In response to the new statutory responsibilities proposed in the Civil Contingencies Bill (expected to receive Royal Assent in the current parliamentary session) an MTP bid has been approved for the new post of Emergency Planning Officer (MTP 03/459). These funds would, however, allow the retention of the two grade 7 team leader posts enabling the CCTV/Emergency Planning post to be made full-time. This would consolidate the management of the CCTV operation and provide the necessary input to emergency planning to enable the Council to meet its obligations in respect of the anticipated Civil Contingencies Act.

#### **4. OPERATION OF THE SERVICE**

- 4.1 Below the level of team leader the CCTV service is funded for a Supervisor and nine Senior Operators/Operators. Historically the Supervisor has worked normal office hours. 24-hour coverage is provided by three eight-hour shifts with a senior operator and an operator on each shift.
- 4.2 A core of operators are quite long served but turnover outside of this is high and the service consistently operates below establishment. As a consequence of this it has not been unusual for shifts to be single-staffed due to sickness and annual leave. On many occasions the only employee available, who is trained to operate the system, has been the Supervisor and he has covered evening/night shifts after completing his normal day's work.
- 4.3 There are serious concerns for the safety and welfare of a single employee operating the CCTV service when Pathfinder House is otherwise unoccupied. An employee incapacitated by a medical emergency would not be discovered until the change of shift and this is unacceptable. This concern would preclude the employment of people with certain medical conditions and could give rise to a breach of the provisions of the Disability Discrimination Act. At a more routine level refreshment breaks cannot be taken without leaving the control room unmanned and the absence of proper breaks results in a rapid deterioration in concentration which is critical to the effective operation of the CCTV system.
- 4.4 In service quality terms recent flooding incidents have demonstrated that a single employee can quickly be overwhelmed by the number of incoming public telephone calls. Members already have commented that callers have become frustrated that they could not get through to

the out-of-hours number and that the stress levels suffered by the employee have been noticeable to callers who were successful in getting through.

- 4.5 In an attempt to reduce the stress of shift working, which should be helpful in retaining employees, the service is currently trialling the shift pattern used by the Fire Service. Employees work two 12-hour day shifts, followed by two 12-hour night shifts and then have four rest days.
- 4.6 Initial reaction has been favourable and the trial will be fully evaluated in mid-December. Currently each shift has two employees (subject to availability).
- 4.7 If fully implemented it is proposed that each shift would have three employees – a Supervisor and two operators. A total establishment of twelve employees would be required to provide four three-man teams. Each team would be required to manage annual leave such that a minimum of two employees was always available.
- 4.8 Early indications from the Security Industry Authority (SIA) is that this level of staffing will be required to meet their planned code of practice. The SIA also are proposing minimum qualifications for operators which will impose a significant training burden which will need to be managed whilst the service is maintained. In anticipation of SIA code of practice a bid amounting to £36k annually has been included in the draft MTP to increase the establishment from 2005/06.
- 4.9 However an early implementation of the revised operational arrangement is required to:-
  - overcome the safety and welfare concerns resulting from single employee shifts;
  - ensure the performance of the out-of-hours telephone service to an acceptable standard – the service will continue in operation after the introduction of the Customer First call centre;
  - provide Supervisors for each shift who can take responsibility for ensuring compliance with the obligations of the Data Protection Act, Human Rights Act, Regulation of Investigatory Powers Act, Freedom of Information Act and the Police and Criminal Evidence Act all of which increasingly impact on the operation of the CCTV system.
- 4.10 Introduction of the new arrangements in December 2004 would ensure that they are in place for the Christmas/New Year office close down and the flooding that often is experienced in January/February. Although the part-year cost can be met from within existing budgets in 2004/05 further work is required to identify possible savings in future years to fully off-set the increased revenue cost of the service.

- 4.11 In order to allow the recruitment to take place there must be certainty over the funding in 2005/06 and beyond and to that end Cabinet are asked to approve the bid for £36k annually in the draft MTP. Cabinet's approval at this time will mean that as soon as recruitment has taken place the bid in the draft MTP will become unavoidable.

## **5. SYSTEM ISSUES**

- 5.1 The review undertaken by Mason Communications concluded that CCTV coverage in the district compared favourably with other districts. Further growth in coverage, therefore, is to be restricted to solving specific identified problems and will be the subject of separate bids for funding. It is proposed that the provision in the MTP (scheme 03/384) of £50k in each of the years 07/08 and 08/09 for the general extension of coverage is deleted. The mobile CCTV unit will in the first instance, target localised problems before new fixed cameras are proposed.
- 5.2 CCTV cameras have a running life of approximately seven years. Twenty-five of the first phase of cameras installed in Ramsey and St Neots are now over seven years old, are in poor condition and need replacing. Seven of these twenty-five cameras have current faults resulting in some loss of effectiveness. One camera in Huntingdon is in need of a new dome.
- 5.3 The cost of replacing all twenty-five cameras (which includes the camera, pan and tilt mechanism, receiver and dome) and replacing the dome for the Huntingdon camera is approximately £90k. Further work is also needed to complete the upgrade the links to the control room from the cameras in St Ives and St Neots, which amounts to £8k. This £98k can be covered by the existing camera replacement budget and it is proposed that that these replacements go ahead to ensure the effective running of the CCTV system.
- 5.4 An indicative programme of camera replacements is given in Annex A.
- 5.5 Further upgrading of the control room equipment, as recommended in the CCTV review, will be deferred until the new control room is built as part of the replacement council headquarters/depot project.
- 5.6 The forty-two leased cameras will still have a useful life of 3-4 years when the leases run out. It is proposed to purchase the cameras from the lease company (£7k in 05/06 and £13k in 06/07) and then replace them in line with the planned cameras renewal programme when they come to the end of their life.

## 6. MAINTENANCE ISSUES

- 6.1 Current maintenance arrangements for the CCTV system are on an ad-hoc basis. When a camera stops working an engineer is called out and it may take several days or weeks to get the fault resolved leaving the system running at a reduced capacity. Preventative servicing work would increase the life of the cameras with less camera downtime ensuring a more effective service.
- 6.2 The review of the CCTV system recommended that a more cost effective and efficient way to deal with faults and servicing would be to establish a maintenance contract to provide preventative servicing work, prompt call out for repairs and essential maintenance and replacement equipment up to a certain value.
- 6.3 It is estimated that a maintenance contract would cost around £60k per annum. This could be covered using the existing maintenance and revenue repairs and renewals budget, which together total £65K annually. A maintenance contract would ensure that the CCTV system was more effective with less camera downtime.
- 6.4 It is proposed to go out to tender for the maintenance contract and the camera renewals programme.

## 7. FINANCIAL IMPLICATIONS

- 7.1 Relevant base budget provision and approved MTP funding is shown in Annex B together the implication of re-scheduling proposals contained in this report. The table below summarises the revenue implications shown in Annex B and identifies the revenue implications of appointing two additional CCTV operators.

	04/05	05/06	06/07	07/08	08/09	09/10
	£k	£k	£k	£k	£k	£k
Approved revenue budget	109	101	106	112	119	124
Revised revenue budget following re-scheduling	82	98	100	102	106	112
<b>Variation to approved revenue expenditure</b>	<b>-27</b>	<b>-3</b>	<b>-6</b>	<b>-10</b>	<b>-13</b>	<b>-12</b>
Cost of additional two CCTV operators	12	36	36	36	36	36
<b>Variation to approved revenue expenditure</b>	<b>-15</b>	<b>33</b>	<b>30</b>	<b>26</b>	<b>23</b>	<b>24</b>
Included in draft MTP in respect of CCTV operators	0	36	36	36	36	36

- 7.2 The required justifications for release of capital expenditure included in the above financial forecasts are included at Annex C.

## **8 CONCLUSIONS**

- 8.1 The CCTV service provides a good level of coverage of the district's town centres and is highly valued by the traders and police. Outside of the areas covered by the fixed cameras the council can respond to local problems through the deployment of the mobile CCTV unit.
- 8.2 The existing establishment makes it impossible to maintain a safe and effective 24/7 service. National guidance is likely to require an increase in the establishment of the service and the early implementation of this will address the identified shortcomings.
- 8.3 To maintain the quality of the service it is necessary to embark on a systematic programme of camera replacements and routine maintenance. This can be achieved within existing budgetary provision.
- 8.4 New national guidance and a need to provide safe working arrangements require the council to discontinue shifts staffed by a single operator. To achieve this it is proposed to recruit two additional operators.
- 8.5 Making permanent and full-time the post of CCTV & Emergency Planning Team Leader will ensure that existing service standards are maintained and that the Council's capability in respect of responding to emergencies is developed in accordance with the requirements of the Civil Contingencies Act.

## **9. RECOMMENDATIONS**

- 9.1 It is recommended that Cabinet
- a) approve the establishment of the post of CCTV & Emergency Planning Team Leader and the release of funds from the approved MTP (03/459) to facilitate this;
  - b) approve the addition of two CCTV operators to the establishment and to accept that once recruitment has taken place the associated funding in the draft MTP will become unavoidable;
  - c) approve the deletion of scheme 03/384 from the MTP;
  - d) approve the replacement of cameras that have exceeded their useful life as set out in paragraph 5.2 and release funds of £98k in 2004/05 and £7k in 2005/06 from MTP 03/020; and
  - e) authorise the Head of Environment and Transport to procure a contract for the maintenance of the CCTV system as set out in

paragraph 6.4 and include the camera replacements within this contract.

## **BACKGROUND INFORMATION**

- ◆ Specification for Core Competency Training and Qualifications for the CCTV Operator – Security Industry Authority
- ◆ Condition Audit report
- ◆ CCTV review by Mason Communications

Location - Environment & Transport 3<sup>rd</sup> floor Pathfinder House

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## Annex A

### Indicative programme of camera replacements

<b>Town</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>
<b>St Neots</b>	19	2			2	
<b>Ramsey</b>	6					2
<b>St Ives</b>					6	14
<b>Huntingdon &amp; Godmanchester</b>	1 (dome only)				38	8
<b>Total number of cameras</b>	25	2	0	0	46	24
<b>Total Estimated cost £k</b>	<b>90</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>161</b>	<b>84</b>

## Annex B: Financial implications (Excluding CCTV operator costs)

	<b>CAPITAL EXPENDITURE £000</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>
	<b>Approved Budget:-</b>						
(03/312)	CCTV - Digital Services	-	-	50	-	-	-
(03/384)	CCTV – Extra Camera Coverage	-	-	-	50	50	-
(03/020)	Camera Replacements	148	74	74	-	-	-
(04/460)	Camera Replacements	-	-	-	74	74	74
	<b>Total</b>	<b>148</b>	<b>74</b>	<b>124</b>	<b>124</b>	<b>124</b>	<b>74</b>
	<b>Re-Scheduled Expenditure</b>						
	Remove Multiplexes (released £40k)	48	-	-	-	-	-
	Camera replacement	90	7	0	0	161	84
	Extra Cameras	-	-	-	0	-	-
	CCTV – digital services	-	-	50	-	-	-
	Purchase leased cameras	-	7	13	-	-	-
	<b>Total</b>	<b>138</b>	<b>14</b>	<b>63</b>	<b>0</b>	<b>161</b>	<b>84</b>
	<b>REVENUE EXPENDITURE £000</b>	<b>04/05</b>	<b>05/06</b>	<b>06/07</b>	<b>07/08</b>	<b>08/09</b>	<b>09/10</b>
	<b>Approved Budget:-</b>						
	Camera R & R						
	- accrued previous years	35	-	-	-	-	-
	- annual contribution	10	10	10	10	10	10
	Maintenance/cleaning/other	55	55	55	55	55	55
(03/459)	Emergency Planning Officer	5	27	27	27	27	27
	Interest effect of Capital	4	9	14	20	27	32
	<b>Total</b>	<b>109</b>	<b>101</b>	<b>106</b>	<b>112</b>	<b>119</b>	<b>124</b>
	<b>Re-Scheduled Expenditure:-</b>						
	Additional Line rental	4	4	4	4	4	4
	Camera Audit	15	-	-	-	-	-
	Maintenance Contract	20	60	60	60	60	60
	Maintenance/cleaning/other	35	-	-	-	-	-
(03/459)	Emergency Planning Officer	5	27	27	27	27	27
	Interest effect of Capital	3	7	9	11	15	21
	<b>Total</b>	<b>82</b>	<b>98</b>	<b>100</b>	<b>102</b>	<b>106</b>	<b>112</b>

## Annex B - Justification for release of funds

### 03/459 EMERGENCY PLANNING OFFICER

Richard Preston – Head of Environment and Transport

#### Financial Impact

	Net Revenue Impact						Net Capital					
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Approved Budget		5	27	27	27	27						
Already Committed												
<b>Amount for which release now requested</b>		<b>5</b>	<b>27</b>	<b>27</b>	<b>27</b>	<b>27</b>						

#### Justification

In February 2003 Frank Cannon the Community Safety Team Leader was seconded to the National Community Safety Network. At the time of his secondment the Community Safety Team Leader had responsibility for managing CCTV and Emergency Planning in addition to the Council's responsibilities in respect of crime and disorder. More recently a combination of the higher profile of Community Safety, particularly with the advent of new Anti-Social Behaviour powers and the new emergency planning powers identified through the Civil Contingencies Bill, have made substantial new demands on the Council. The opportunity has been taken, using time limited funding available from the Community Safety Partnership, to separate at Team Leader levels the roles of community safety and emergency planning/CCTV by creating two temporary Grade 7 posts. This arrangement has proved very effective and enabled both services to respond to the increased demands made by the legislative changes.

In February 2005, Frank Cannon will return from secondment and this MTP bid has been made to enable the retention of the two Grade 7 posts in recognition of the increased demands in both service areas. Since the bid was first made the Civil Contingencies Bill has advanced to the stage where it will receive Royal Assent in November 2004.

This request for the release of funds will allow the temporary post of Emergency Planning and CCTV Team Leader to become permanent together with the retention of the Community Safety Team Leader post that Frank Cannon vacated in February 2003.

**460 CCTV Camera replacements**  
**Sonia Hansen / Chris Allen**

**Financial Impact**

	Net Revenue Impact						Net Capital					
	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009	2003/ 2004	2004/ 2005	2005/ 2006	2006/ 2007	2007/ 2008	2008/ 2009
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Approved Budget	+2	+4	+9	+14	+18	+23	74	74	74	74	74	74
Already Committed		+1	+2	+2	+2	+2	0	40	0	0	0	70
<b>Amount for which release now requested</b>	<b>0</b>	<b>+2</b>	<b>+5</b>	<b>+7</b>	<b>+7</b>	<b>+7</b>	<b>0</b>	<b>98</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Justification**

This scheme provides for replacing CCTV equipment on a phased basis as parts reach the end of their useful design life. The funds for 2003/04 were not spent as the report on the CCTV system was being carried out. The review and camera audit have now been completed and has detailed the way forward with the service. Cabinet approved in the Capital Monitoring report of 27<sup>th</sup> May 2004 the spending of £40,000 of this money on the upgrade of camera links from St Ives and St Neots. A further £8k is required for further equipment, which is a consequence of this work.

Release of funding of £98k in 2004/05 and £7k in 2005/06 is sought so that the process of replacement and improvement can be completed as a single contract over the two years.