

LONDON BOROUGH OF BRENT

CCTV STRATEGY

MAY 2007

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1. FOREWORD

- 1.1 The development of this Closed Circuit Television (CCTV) Strategy has been driven by the CCTV Steering Group, which draws representation from Council Officers (Environment & Culture (StreetCare), Policy & Regeneration (Community Safety)); external partners such as the Police and Fire Brigade; supported by external consultancy expertise on CCTV technology, infrastructure and development.
- 1.2 The work of the CCTV Steering Group is reported through to the Crime & Disorder Reduction Partnership (CDRP).
- 1.3 It is important while looking at a CCTV strategy that we define precisely what we mean by CCTV in Brent. Many CCTV systems fall within the hands of private and commercial concerns, and as such, may fall outside the remit of this strategy. There are a number of systems within the public domain, however, which would benefit from being part of a coordinated approach.
- 1.4 Appendix 1 sets out the elements of CCTV within Brent that fall within the remit of this Strategy.
- 1.5 Brent Council and the Metropolitan Police Service are the major stakeholders with interests in, and access to, all cameras in all areas of the system. Brent Council owns, administers and manages the town centre systems and liability for the system rests primarily with the Council. Brent Council provides the first point of contact for enquiries regarding the town centre system. Other partners have CCTV systems that, whilst being capable of linking into the Brent CCTV Control Room, are primarily in the ownership of those partners.

2. CONTEXT

- 2.1 The Corporate Strategy 2006-2010 sets out the vision of Brent's Local Strategic Partnership to make Brent a safe and secure place to live in and visit. The Brent Crime and Disorder Reduction Partnership is responsible for delivering this vision on behalf of the Local Strategic Partnership. Key partners are the Council, the Metropolitan Police Service, the London Emergency Planning and Fire Authority, Brent Primary Care Trust and the Metropolitan Police Authority, Transport for London, and neighbouring Boroughs. All partners take responsibility for aligning their individual agency plans with these objectives.
- 2.2 The council's corporate strategy has been developed in line with the community strategy commitments and is designed to improve service excellence, urban regeneration and community cohesion. It is focused on enhancing the quality of life for everyone who lives or works in Brent. The priority areas are creating a safer, cleaner and livelier place; a borough of opportunity and one community.

2.3 The following is an extract from the Council's Corporate Strategy:

Priorities:

A safer, cleaner and livelier place:

To achieve this we will..... "maximise CCTV use and develop partnership strategies with the police to deal with crime and antisocial behaviour."

2.4 CCTV is an important tool in assisting the Crime Reduction Partnership tackle crime, disorder and the misuse of drugs in the borough. It also provides information and intelligence to the various external partners such as the Metropolitan Police, London Fire Brigade, Brent Teaching Primary Care Trust, National Probation Service and British Transport Police.

3. AIMS AND OBJECTIVES

3.1 CCTV is one tool that may be incorporated in an overall strategy. It is a relatively recent innovation but its deployment in recent years, on a global scale, has increased dramatically.

3.2 The Crime & Disorder Reduction Partnership is committed to the operation of CCTV and wherever possible to its expansion and consolidation if appropriate. Its use is aligned with the borough's Community Safety strategy, as well as corporate objectives that Brent be a Borough to live and work in and where all citizens and visitors are treated equally.

3.3 The principal aims of CCTV are to:

- Deter offenders from committing crimes, including "EnviroCrime"
- Identify offenders
- Improve the public's perception of safety in areas where CCTV operates
- Assist in traffic management
- Assist in town centre and event management

3.4 They are summed up in the following mission statement for this strategy:

"The purpose of CCTV is primarily to help create and ensure public confidence and safety and to enable proper management of public events"

3.5 These aims have been broken down into a series of objectives and actions using the following headings:

- deterring offenders
- assisting the Police to catch offenders
- developing an assessment criteria for new camera locations
- ensuring clear policies and procedures
- seeking to minimise the cost on the Council Taxpayer
- enhancing town centre operations
- developing the current infrastructure
- measuring our performance
- considering CCTV in new developments
- regular evaluation

- 3.6 These aims are discussed further at Appendix 2 and will be the basis for the CCTV Steering Group's programme of work as it seeks to implement the strategy.

4. CURRENT POSITION

Crime & Safety Data

- 4.1 Through its working partnership with the Metropolitan Police, the Council now has access to a range of information relating to crime and envirocrime, which can be analysed in a number of ways.
- 4.2 This data helps identify hotspots generally, but also for specific types of crime and envirocrime. This information is key to determining priorities for future CCTV investment.

Current CCTV Equipment

- 4.3 The first four CCTV cameras were installed in Wembley High Road in time to monitor supporters and traffic in Wembley for the European Football Championships in 1996. In the ensuing eleven years, the number of cameras has grown to 160 with concentrations in the town centre areas of Wembley, Harlesden, Kilburn and Neasden, and around 30 cameras installed in conjunction with the development of the new Wembley National Stadium. These cameras are monitored 24 hours a day, 7 days per week, 365 days per year.
- 4.4 In past years, significant progress has been made with CCTV systems in Brent. The council system has been upgraded to a digital capability. The infrastructure has been developed to allow for the possibility of expansion into other localities should conditions dictate. Other developments include the police Automatic Number Plate Recognition (ANPR) system, and a mobile unit, purchased through the Crime and Disorder Reduction Partnership (CDRP).
- 4.5 Other technological advancements allow the Metropolitan Police to view images directly from the police control centres at Hendon/Bow/Lambeth/New Scotland Yard. Images are sent there directly, or locally to the police Integrated Borough Operations office at Wembley (the local control room), speeding up response times to incidents.
- 4.6 Recent growth of CCTV, and pressure from public and politicians for expansion of systems, means that there is a need for clarity, as to what constitutes CCTV in Brent, who are the stakeholders (internal and external), what is the nature of the relationship between these stakeholders, what is the criteria for expansion, what are our expectations of a CCTV system, and what mechanisms are in place for evaluating its effectiveness. This document attempts to answer these questions, and to illustrate how the CCTV capability of Brent is expected to develop in the future.

5. PROPOSALS FOR FUTURE CCTV IN BRENT

Standards

5.1 Future provision of CCTV in Brent will meet the highest possible standards, whilst balancing this with the need to ensure the best use of financial resources. In particular:

- CCTV operations will be carried out fairly and comply with any relevant national and local Codes of Practice
- Brent Council's CCTV operations function will seek external accreditation, e.g. through ISO 9001 or similar
- When funding new infrastructure we will seek to minimise future ongoing costs, e.g. through the expansion of the Council's own fibre optic links rather than rented transmission links from telecommunications companies
- New and emerging technologies will be explored for future installations

Priorities - new locations

5.2 Requests for fixed CCTV in new locations will be judged against a set of evidence based assessment criteria. The decision for new camera locations will be based upon:

(a) Evidence, based on statistical information and techniques such as crime mapping, that the area in question has become a sustained crime hot spot

AND

(b) That the installation of fixed CCTV cameras is an appropriate element of the response to this problem

5.3 Crime hot spots in Brent have always been based around town centres and transport interchanges. Wembley, Harlesden, Kilburn and Neasden town centres have systems in place. Therefore, once the above conditions have been met it is proposed that the placement of cameras is made on the following basis:

- Priority 1 - New town centres and/or transport interchanges not already served
- Priority 2 - Expansion of existing town centre systems/transport interchange systems
- Priority 3 - Crime hot spots outside of town centres

5.4 Assessments against the above criteria will be made by the CCTV Steering Group, who in turn will report to the Crime & Disorder Reduction Partnership (CDRP).

Finance

- 5.5 Every effort will be made to minimise the capital and operational costs of CCTV on the Brent Council Taxpayer, through seeking external sources of funding, more cost-effective technology (e.g. fibre optic links), marketing spare control room capacity, and effective procurement.
- 5.6 To date, much of the CCTV infrastructure has been funded from external sources, such as Section 106 Planning Agreements linking to community safety. The infrastructure includes the cost of cameras, cabling and ducting, and other communications and recording equipment.
- 5.7 From 2007-08, Brent Council has committed further funding (£135k per annum for 4 years) for the provision of additional CCTV cameras, the location of which will be determined by this Strategy.

Performance Management & Targets

- 5.8 At present the CCTV service reports certain information to measure the usage and performance of the provision of CCTV. These are:
- ❖ The number of hours that Police officers use the CCTV room
 - ❖ The number of tapes viewed in the Control Room by Police to help solve cases
 - ❖ The number of tapes copied for Police
 - ❖ The number of incidents caught on camera in the South Kilburn area for Brent Housing Partnership
 - ❖ Surveillance by Police using the Control Room (hours)
 - ❖ Surveillance for Police by the Control Room (hours)
- 5.9 Performance management will be considered further through the development of other performance indicators, notwithstanding the difficulty in attributing some of these to CCTV alone.

Action Plans

- 5.10 It is the responsibility of the CCTV Steering Group to take this Strategy, and from the 'Aims and Objectives' section, agree a set of action plans. The plans will be 'owned' by this group, although accountability for activity contained within the plans will lay with the individuals (as representatives of specific services) who make up the Steering Group, reported through to the Crime and Disorder Reduction Partnership.

APPENDIX 1

The table below sets out the elements of CCTV within Brent that fall within the remit of this strategy.

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| System | Town Centre CCTV | Stakeholders | LB Brent, MPS Brent | Funding | LBB General fund |
| Description | <p>Fixed permanent CCTV system, feeding into Council control room, and monitored 24/7, covering Wembley, Harlesden, Neasden and Kilburn.</p> <p>Recorded data from the system is used to help solve everything from murder and assault to drug dealing and theft and is regularly used as evidence in police prosecutions. A CCTV Operations room in Wembley keeps an eye on activity via a large bank of TV monitors. The cameras focus on criminal and 'sub-criminal' activity, such as road accidents, robberies, pick pockets, fighting, road rage, drunken behaviour, fly tipping, burst water mains and faulty traffic signals.</p> <p>The CCTV Operations room is a valuable resource for the police. In the event of an incident, CCTV Operators will speak directly to the police over a police radio link. Simultaneously, the CCTV Operators will send the images of the incident to the video monitors at Wembley police station and to the Police HQ in Hendon. The incident is recorded and can later be used as evidence.</p> | | | | |
| Potential for growth / development | <p>Development into other town centres.</p> <p>Build on the shop/business links in town centres through closer alignment with Radio Link. /ShopSafe schemes.</p> <p>KRAC radio scheme in Kilburn High Road area.</p> | | | | |
| System | Housing estates fixed CCTV | Stakeholders | Brent Housing Partnership | Funding | BHP, (ALMO) |
| Description | Two main areas of St Raphael's estate (16 PTZ CCTV cameras)and South Kilburn(27 PTZ CCTV Cameras) | | | | |
| Potential for growth / development | Particularly with St Raphael's estate joining up with digital fibre optic network, and real time images sent to MPS at Hendon or Wembley police station. Currently on recording facilities after an event or incident. | | | | |

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| System | Mobile CCTV unit | Stakeholders | Brent CDRP | Funding | LBB PSA pump priming (capital costs) / MPS Brent mainstream funding (revenue) |
| Description | Police Van with pole-mounted analogue CCTV system, for overt filming, of particular use at Carnival, Respect Festival, Wembley market days. | | | | |
| Potential for growth / development | Greater use by CDRP 'family'. Can be bid for using existing intelligence meetings and operations office at Wembley Police Station. It may be possible to transmit images from the mobile facility to Brent House if some form of wireless infrastructure is established in partnership with Brent Council's ICT Service. | | | | |
| System | Transport | Stakeholders | LBB StreetCare (Parking Enforcement), BTP, Transport for London (TfL) | Funding | Transportation and direct access central Government funds and TfL. |
| Description | Various cameras at fixed locations, with responsibility for bus lane enforcement Systems at train stations, around transport hubs and on buses. | | | | |
| Potential for growth / development | Integration with borough-wide system through CCTV Control room. | | | | |
| System | Wembley Stadium | Stakeholders | WNSL, LBB, MPS | Funding | Funded by WNSL |
| Description | Traffic management Crowd/safety Static on perimeter Facility to use WNSL own CCTV cameras within Wembley Stadium itself. | | | | |
| Potential for growth / development | Traffic Management available, Crowd safety and static to be added. | | | | |

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| System | Police Automatic Number Plate Recognition (ANPR) | Stakeholders | MPS | Funding | Central MPS, with specific operations funded by Brent MPS and H&S NRF |
| Description | Static units located at strategic locations, linked to various MPS databases. | | | | |
| Potential for growth / development | Incorporation into borough-wide system; link to other databases within the CDRP. Currently owned and operated by MPS with no access to CCTV Control Room | | | | |

OBJECTIVES**Overall mission statement**

The **purpose of CCTV** is **primarily** to help **create** and **ensure public confidence** and **safety** and to enable proper **management of public events.**

In order to achieve these strategic aims, Brent has adopted the following objectives:

| Objective 1 | Deter Offenders (Crime + Enviro Crime) |
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| <p>Branding & promotional activities for CCTV scheme will enhance the deterrent factor. Badging on CCTV casings, columns and in local businesses and estates will ensure a heightened profile. Additionally, local press releases must promote successes of the scheme to further the deterrent factor amongst potential offenders.</p> | |
| <p>Linked Work that will support this</p> | |
| <p>A CCTV communications plan is required. An Action plan to improve badging on CCTV columns through CCTV Steering Group.</p> | |

| Objective 2 | Catch Offenders |
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| <p>Reactive: Detailed guidance must clarify Police attendance in the CCTV control room, training for CCTV operators, clear processes regarding copying of data by Police.</p> | |
| <p>Proactive: Working practices of Operators fully reviewed to include briefings of known prominent targets & CDRP operations at street level. Improving the two way communication between the CCTV operators and street based teams, e.g. Safer Neighbourhood Teams.</p> | |
| <p>Linked Work that will support this</p> | |
| <p>Operators receive regular briefings. Use of MPS officers within CCTV Control room to share and exploit their expertise and experience and to share this with CCTV operators. Potential for accessing MPS Aware system which would enhance the sharing of intelligence and data.</p> | |
| <p>Control Operation Manager attends police intelligence meetings to share and obtain information.</p> | |

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| Objective 3 | Assessment Criteria to clarify need for new camera locations |
| New camera locations will be scored via evidence-based assessment criteria to identify whether CCTV is the appropriate solution. Criteria to include alternative partnership options undertaken or considered, visibility, financial support and any known offenders. | |
| Linked Work that will support this | |
| Development of assessment form, Action plan with CCTV steering group with interested parties. | |

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| Objective 4 | Ensure an appropriate CCTV delivery mechanism |
| It is imperative that stakeholders engage with each other, both at a strategic and operational level, and that this engagement is effective and productive. | |
| Linked Work that will support this | |
| Enhancement of existing CCTV strategy group; establish an operational CCTV group. Review membership. Formulate action plans. Terms of Reference (Links with other groups) Updates on CCTV performance sent to CPSG first reviewed at CCTV steering group meetings. | |

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| Objective 5 | Ensure clear policy/procedures |
| Clear operational guidance for the maintenance & operation of the CCTV scheme including processing images, retention period, access by data subjects, access to & disclosure of images to third parties, operator training & monitoring. | |
| Procedures must be forward thinking and must not be restrictive to only those CCTV schemes presently in operation. | |
| Policies and procedures detailed within this document will be based upon national accepted policy, most noticeably, the comprehensive guidance documentation produced by the Police Scientific Development Branch (PSDB) titled "CCTV: Making It Work" ¹ SLA's (Service level agreements) with Partners such as police/TFL/BTP | |
| Linked Work that will support this | |
| Review current code of practice. Adoption of process for accessing mobile CCTV. Continue to develop service level agreements with partners. Adopt measurable service standards in respect of control room practices. Review operation of CCTV Control Room and use of staff. Complaints Procedure - The Council managed CCTV system in Brent will operate in accordance with Brent Council's complaints policy which is available on request or through our web site: HTTP://WWW.Brent.Gov.UK/Complain.NSF . The operation of CCTV will be in accordance with the policy of Brent 'Valuing Diversity and Equality' and managers and staff will adopt the Equality Charter. A full list of procedures and principles under review, | |

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| Objective 6 | Ensure clarity around resourcing, and develop alternative funding streams |
| <p>Transparent matrix of funding streams for all CCTV cameras including the nature & source of funds, longevity of funds, geographic conditions of CCTV funds & timescales, if any. Targeting potential revenue generation uses of the CCTV scheme, e.g. traffic enforcement. In light of possible diminishing funding for CCTV, serious attention must be given to formulating long term strategies for ongoing revenue creation to guarantee sustainability.</p> | |
| Linked Work that will support this | |
| <p>Applying for grants for system expansion. Specifically working with planning sections of the Council and use of s106 funds as appropriate.</p> <p>Seeking to extend the partnership to include other organisations.</p> <p>Marketing the spare capacity of the Control Room.</p> <p>Ensuring that future expansion is costed both in terms of revenue and capital support.</p> | |

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| Objective 7 | Enhance Town Centre Operations |
| <p>Review of communications between business partners to ensure best practice Consideration of businesses having strategic input.</p> <p>Possible alignment of shopping centre schemes to provide continuous CCTV footpath evidence chain.</p> | |
| Linked Work that will support this | |
| <p>Various Shopsafe/Radio link and similar schemes which can assist in this. Use expertise within council such as Town centre managers and various steering groups which exist to enhance this area.</p> | |

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| Objective 8 | Enhance current capability – Static cameras/Temporary cameras |
| <p>Agreed forward plan of CCTV scheme upgrade to digital capacity.</p> <p>Aligning current systems to improve offender footpath tracking.</p> <p>Consider the use of new technology, where appropriate.</p> | |
| Linked Work that will support this | |
| <p>Ensure technological developments are brought to the attention of the CCTV strategy group. Use of current fibre optic network with other partners both internal and external as a means of revenue.</p> <p>Benchmark with other local authorities and West London Alliance.</p> | |

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| Objective 9 | Enhance performance measurement |
| It is vital that performance information is collected, analysed and utilised appropriately by stakeholders, in order to inform decision making. | |
| Linked Work that will support this | |
| Review and improve incident data collection system for control room. | |
| Develop performance indicators, which will lead to the development of SMART targets. | |

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| Objective 10 | Communication – internal/external |
| Communication regarding the borough's systems is necessary to inform the public and partners as to the benefits of CCTV. | |
| Linked Work that will support this | |
| Promotion of services that CCTV can offer CDRP partners to assist them in delivering their own targets. | |
| Promotion of benefits of CCTV. | |
| Use of CCTV images in other promotional material. | |
| Link to Objective (1) | |

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| Objective 11 | Consider CCTV in new developments |
| Following advice from police Crime Prevention Design Adviser (CPDA), all appropriate new developments consider the installation and use of CCTV. | |
| Ensure enhanced integration with Wembley stadium CCTV system. | |
| Linked Work that will support this | |
| Use of the CCTV steering group in supporting this. | |

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| Objective 12 | Evaluation |
| The system will be monitored and evaluated to ensure its objectives are being achieved. | |
| Linked Work that will support this | |
| Reports to CCTV steering groups under existing Best Practice Performance criteria. An annual review of CCTV. | |