

 <p><b>Brent</b></p>	<p><b>Resources &amp; Public Realm Scrutiny Committee</b> 6 September 2016</p> <p><b>Report from Strategic Director Regeneration &amp; Environment</b></p>
For Information	Wards affected: ALL
<p><b>Scrutiny Update - CCTV Scrutiny Recommendations</b></p>	

## 1.0 Summary

- 1.1 This is a report to update on progress made against a number of recommendations for the Council Closed Circuit Television (CCTV) Service. These recommendations were set by the Scrutiny Committee CCTV Task Group in their report published November 2015.
- 1.2 The Task Group made over twenty individual recommendations. Each of these recommendations fall into one of five overarching themes which the Task Group believes should form the basis of Brent Council's future CCTV strategies.
- 1.3 The CCTV Service have progressed with the recommendations made, to ensure all recommendations were considered, and actions implemented where required as well as changes incorporated where necessary.

## 2.0 Recommendations

- 2.1 That the committee regard the actions and changes made to the CCTV service in response to the scrutiny committee task group recommendations, made November 2015. Actions can be seen against each recommendation in Appendix 1. Further developments regarding progress for the service have continued, which is further detailed within this report in section 4.0.

### **3.0 Detail**

- 3.1 At the start of the review, a number of key aims were set, in terms of focused outcomes deriving from the task group investigations. The review considered questions in the following four key areas to lead their investigations.
- Public Perception of CCTV
  - The Effectiveness of CCTV
  - The Current Systems in Brent
  - Working innovatively, involving the community and securing alternative funding sources
- 3.2 The task group decided to hold four themed discussion groups, which reflected the key areas of the review. Local residents groups were invited to attend along with council officers and multi-agency partners. The key recommendations then derived from such discussion groups and consultations.
- 3.3 Conclusive aims for setting the overarching recommendations detailed that it has never been more important for Councils to become beacons of best practice and set an example to all local partners on how CCTV should be used. The recommendations proposed therefore set out some key mechanisms by which this aim could try to be achieved.
- 3.4 Key findings from the review included:
- 1) Providing examples of some leading best practices which Brent could seek to adopt, but also provided evidence of local needs unique to Brent.
  - 2) Providing examples of how the performance of the Council's CCTV systems could be benchmarked and measured.
  - 3) Identified the vital role that public education can play in building confidence in the CCTV system. Increasing public awareness of the facts around CCTV.
  - 4) Shown how additional revenue can potentially be raised through the Council's CCTV.
  - 5) Highlighted the benefits of switching to a more deployable system of cameras and of involving and educating the community about such redeployments.
  - 6) Emphasised the importance of a supportive environment for the Council's CCTV staff and recognised the great work they do.
- 3.5 In response to the twenty one individual recommendations set out in the report, the CCTV service has worked hard to ensure all recommendations were considered, actions put in place where required and changes/additions to processes and practices instilled where necessary.
- 3.6 Updates and comments relating to each recommendation can be seen via a RAG rated table in Appendix 1.
- 3.7 All recommendations received attention. With only three recommendations reaching AMBER status, as detailed in Appendix 1, with the remaining eighteen recommendations fulfilling a GREEN status of action; highlighting the high level of attention the service have fed into the review recommendations.

3.8 The main feedback from the service regarding these recommendations were that a small number of recommendations are still ongoing in terms of developments, and that although some of the recommendations would be ideal, current staffing needs have restricted some developments with one or two other recommendations. Overall, the recommendations set the scene for further developments in reviewing the service, to enhance the service operations and ensure a Safer Brent.

#### 4.0 CCTV Service Developments

4.1 Since the CCTV Scrutiny in 2015, the CCTV service have made some changes in line with the recommendations set by the task group, however have also started to make new developments in considering and addressing options for the aging infrastructure, income generation and future expansions.

4.2 The operating budget for CCTV is tightening while operating costs, notably transmission and maintenance costs, are rapidly increasing. Brent's present CCTV infrastructure is long past its due date with some cameras over 20 years old, with life spans of some equipment only 15 years. In the most basic terms, costs are increasing while revenues and funding are decreasing. Some of these issues can be traced to the way that cost efficiency measures have been implemented, but without a business transformation.

4.3 If we were to make key changes now, investing capital at this stage, we would make key savings for the future, as well as generating opportunity for income generation as well as partner opportunities with neighbouring boroughs to minimise any maintenance and management costs etc. At present, our technology and infrastructure would not allow us to do this without investment.

4.4 CCTV research and reviews have shown that we need to update our analogue CCTV systems towards a digital 'IP enabled' system. Benefits include:

- **Enhanced recording capabilities** - better intelligence and increased enforcement (increased income).
- **More flexible** to move cameras at no/minimal cost - increasing deterrence and intelligence.
- **Sharing services** - reducing transmission costs to become cost neutral, i.e. sharing control rooms with other boroughs
- **Increased income** - monitoring Registered Social Landlord CCTV.
- **Reduced maintenance costs** - new infrastructure requiring less maintenance.
- **Increased community safety**, increased environmental cleanliness.

4.5 Our CCTV cameras primarily make Brent Safer, and instil community reassurance but are also used for traffic and parking enforcement, housing estate monitoring, environmental ASB, fly tip monitoring and gathering public protection intelligence etc; therefore the need and operational reliance is colossal.

4.6 Further information regarding CCTV opportunities are currently being consulted on and will progress through the Capital Investment Board as appropriate

## **5.0 Financial Implications**

- 5.1 Upgrading all Brent cameras to digital IP enabled technology will have financial implications. The total cost to upgrade our CCTV infrastructure across Brent, will cost around £1.8 million. An area based approach could provide the option of upgrading our systems on an area needs basis, however this would overall cost more in the long term, and there would be an issue in deciding which are would require the upgrade over other areas.
- 5.2 A business case will be developed to address the requirements of CCTV across the borough and this will be progressed through the capital investment governance processes.

## **6.0 Legal Implications**

- 6.1 None at present, potentially some legal implications if options regarding a collocated service progress with other boroughs.

## **7.0 Diversity Implications**

- 7.1 None

## **8.0 Staffing/Accommodation Implications**

- 8.1 Potential staffing and/or accommodation implications related to options for upgrading our infrastructure, and relating colocation options moving forward. This may include potential positive impacts.

### **Contact Officers**

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## Appendix 1: CCTV Scrutiny Recommendations

	Recommendation	Feedback	RAG
1	Brent Council should develop a concise summary of its CCTV policy to contain information on: the effectiveness of, and alternatives to, CCTV; the constraints imposed by national legislation on CCTV; the cost of CCTV relative to the public purse. Most importantly, this document should set out clearly the criteria by which areas would become eligible for a deployable camera. This summary can be distributed to any resident or group who seeks a new camera – as well as all elected members – to increase public awareness of Brent's policy towards CCTV. The language in the summary should be tested with local groups to ensure it can be understood by the target audience. A draft should also be presented to Scrutiny Committee for review.	This is all included within the CCTV Strategy, which is held on our website. The eligibility criteria for a deployable camera is available on the CCTV pages of the Brent website.	Green
2	Brent Council should give a public commitment that it will continue to maintain a public network of CCTV cameras in the borough to aid the goals of public reassurance and confidence and to demonstrate that the Council understands the public's concerns and is listening to them.	This is clear in the CCTV strategy, which is a public document on our website.	Green
3	Brent Council's policy towards CCTV should always pay account to the priorities of the borough's residents, for example on fly-tipping. These views should be gathered and confirmed by means of a survey or other public study.	The resident's survey is triennial and views espoused therein will be captured. We do not have resources to commission additional surveys. However, we do now demand that residents are consulted about the potential deployment of mobile cameras before decisions are progressed. This is being insisted upon at LJAG referrals so we can gauge resident's acceptance for this form of monitoring.	Green

4	Brent Council should never use dummy cameras as part of its CCTV strategy.	We agree with this and would never use dummy cameras.	Green
5	Brent Council should involve local community groups in “designing out” crime in their area, and provide them with a quick and easy way to report physical problems which may interfere with the effectiveness of local CCTV cameras.	Not all areas have local community groups, but we will always seek to work with them and other council services/departments, as well as other partner organisations when problem-solving crime issues are required. Reports can be made to our generic e-mail address <a href="mailto:mps.cctv@brent.gov.uk">mps.cctv@brent.gov.uk</a> or using the online forms of the Brent internet site.	Green
6	<p>Brent Council should develop new and measurable benchmarking criteria to monitor the internal performance of its CCTV team on a quarterly basis, to identify trends, improvements and regressions. These should be focussed on what the team exists to achieve. In terms of criminal acts, Operator Initiated Arrests (to be known as OIAs) should be measured to understand if the monitoring of our network is helping the police to apprehend offenders.</p> <p>In terms of fly-tipping, which as has been noted is extremely important to Brent residents, a system to measure the number of environmental issues resolved with the aid of CCTV should be developed. The percentage downtime of cameras should also be recorded to ensure that Brent’s contractors are providing a strong and standard service and that the areas identified as needing cover receive what they were promised. The Cabinet Member responsible for community safety should report these findings to Cabinet on an annual basis and the figures should also be made available to the Scrutiny Committee.</p>	<p>We have rearranged our performance management indicators along these lines for OIAs and downtime. Currently this is a piece of work with the Community Safety analyst. We have altered the details on our Geographical Information System records to incorporate details of CCTV viewed as evidence and those incidents reported to CCTV CR operators as suggested. We have a whole years’ worth from April 2016 - April 2016.</p> <p>Fly tipping is logged with waste enforcement via iModus systems. CR Operatives are starting log fly tips separately on the GIS System for our own records, however Waste Enforcement collate all respective logs and relative outcomes.</p> <p>We have revamped the CCTV webpages as a result of this scrutiny report and seek to discuss</p>	Green

		CCTV's effectiveness (or otherwise) and suitability in public forums.	
7	Brent Council should work with other local authorities to establish CCTV benchmarking network. Potential early partners would be the CCTV User Group or neighbouring boroughs.	<p>We liaise with the CCTV User Group, Alvin Wakeman the Control Room manager is an active member and of London CCTV managers group LCMG (33 London Boroughs plus Police and TFL).</p> <p>Work is going forward with the standards authority at the Home Office and will report back to LCMG but we do not have control over the performance management decisions of other boroughs, nor if they choose to share them.</p> <p>Different boroughs have widely varying set ups and usages of their systems therefore also not always relative to Brent.</p>	Amber
8	Brent Council should work to actively publicise successes which derive from the CCTV network.	<p>We do this already where we are aware of it. Before a case comes to trial we cannot mount any publicity as it is sub Judice; after resolution we are not necessarily fed back on our role in the prosecution from the Courts Service. This is an issue the Courts Service has around communicating back; it is not specific to Brent. However, we will work with our Communications team to actively highlight any high-profile successes.</p> <p>Recently at an MPS police awards three CCTV Control Room officers commended for their CCTV work with a specific judicial disposal result.</p>	Green

9	<p>Brent Council should develop a comprehensive list of all community and residents groups in the borough and the areas in which they operate – elected members would ideally be placed to help create this.</p> <p>When there is a change in camera coverage, possibly as a result of the regular mobile redeployments, the specific local group in the area affected should then also be informed on the same basis as elected members. The goal of this is to increase education and improve community relations by proactively informing residents about the Council's community safety work. Likewise, all Neighbourhood Watch schemes should be notified of changes in camera coverage.</p>	<p>Developing a list of community and resident groups would be best tackled by the Community Engagement team, however through the Community Protection service we do have a number of diverse resident groups to engage with where needed.</p> <p>We inform Brent Neighbourhood Watch Association of all changes in the deployment of cameras. We do not have contact details of each watch scheme and rely on BNHWA to do this on our behalf. Any changes to locations of cameras are now updated to our website for all to see, as well as local councillors being informed.</p>	Amber
10	<p>Brent Council should join up and improve communications between the CCTV control room and the departments which use their footage.</p>	<p>We have worked on this since the Scrutiny report and as a result there is much closer working between the control room and enforcement teams. With joint Summer working across Environment and Regeneration departments as well as Children and Young People to build gangs intelligence to help reduce gang related incidents, and regular CCTV training for waste enforcement officers. The Control room have also been noting any young females linked to gang members to help build intelligence on potential CSE cases, whereby footage is then shared with children's services colleagues, and Police.</p>	Green
11	<p>Brent Council should maintain the excellent local knowledge of its CCTV operators, if necessary through site visits to hotspots.</p>	<p>This would be ideal and when fully staffed something to try to develop, but given that many shifts are single-staffed this could leave the</p>	Amber



		<p>control room unoccupied while the operator is on a site visit.</p> <p>The operatives have however started some 1:1 training related to Safer Brent Partnership priorities including Gangs, CSE and VAWG. This will help focus their attention to locations/individuals of interest to help build intel and needs assessment.</p> <p>Future examples being considered include linking in with training and what we can and cannot do with Wembley radio users and Kilburn Radio users both Business watch areas. And a joint walk around and share of ideas.</p>	
12	Brent Council should continue with its new emphasis on deployable units, but ensure all changes, and the reasons for these, are communicated clearly and effectively to all stakeholders.	<p>We have a process in place which communicates all changes to deployable cameras to stakeholders including Ward Councillors and Police SNT. This is also detailed on our website. A bid to local LJAG's for a deployable camera is considered by deployment committee, if the chair of the LJAG concerned recommends. This includes full partnership approach with local Community police inspector. It is consent of local population and regular survey of area before deployment determined.</p>	Green
13	Brent Council should seek to improve members' reports, with a particular focus on getting wards right and more information about the evidence base used when a decision about deployment is made.	<p>We hope members have seen this improvement through the communication around deployment of cameras. We always require an evidence base through the LJAG process and deployment committee process.</p>	Green

14	Brent Council should use changes in CCTV as part of a wider communication strategy about combatting crime and anti-social behaviour.	This is already part of the community safety communications strategy and the Safer Brent Partnership strategy.	Green
15	Brent Council should draft new planning guidelines which make clear that in all ordinary circumstances property developers should provide funds through S106/CIL for the Council to install CCTV to mitigate the impact of their development. To ensure revenue costs are not unduly encumbered by this process, additional S106 and CIL funds should be taken relative to the repair and upkeep required over the lifetime of the camera. The CCTV function should be part of all future planning consideration, to ensure new developments do not impinge upon the current network.	The council manager in charge of the S106 process feedback stating: 'That although this fund could be used sometimes for CCTV projects, it could not be used all of the time, dependant of what the council's priorities might be at that time. Especially social projects or the use of funds to develop new or improved schooling or social care issues, repairs and alterations to and maintenance of the road network or changes being considered.' Discussions regarding the use of CIL are ongoing.	Green
16	Brent Council should require the Community Safety Team to prepare a report on how the Council's CCTV strategy might be used for income generation, to be presented to Scrutiny Committee in early 2016.	We completed this in 2015 however found that there was no opportunity for income generation through the CCTV network. However, we have invested in significant hardware over the years to support our services, whether that is in lampposts and other street furniture, underground ducting or IT networks. Successes in gaining a commercial return from this investment and the skills and expertise we have started to build up, including contracts with Lewisham Council and the Local Government Association. We are currently negotiating further arrangements with Registered Social Landlords	Green

		and addressing options with other boroughs, although we can't yet unveil those as the discussions are still at a commercially sensitive stage. We will seek to again put a business case together this year to gain capital to increase out income generation options. This is a piece of work currently being addressed with our strategic director.	
17	Brent Council should commit that all money raised through the income maximisation strategy should be retained by the CCTV department to be reinvested to improve the CCTV service.	We have agreed contracts with a number of housing providers to monitor their CCTV; albeit they are currently small contracts. Income from this is invested into the CCTV service. Further and increased income is being addressed via the above project to gain capital investment to allow this.	Green
18	Brent Council should conduct a wide-ranging review of alternative funding sources which can be tapped into to provide CCTV, beginning with MOPAC.	MOPAC are highly unlikely to fund any borough's CCTV unless they fund every borough's CCTV. There is currently no additional MOPAC money allocated for borough CCTV provision. We have already looked into alternative funding sources and been unsuccessful. Income generation however is our next step to address options – as above. An option centrally is being considered for a joint or regional style CCTV agreement, as the Police are aware of pressures on Local Authorities in relation to funding which has been traditionally borne by individual authorities.	Green

19	Brent Council should develop a clear “can do” attitude about any innovative “Citizens CCTV” schemes and seek to increase the range of CCTV provision in the Borough by such means.	We will provide advice and signposting to any citizen or group of citizens who seek to undertake this.	Green
20	Brent Council should develop a briefing document for citizens and resident’s groups offering clear signposts on further reading they must do, and places they must go for advice if they wish to develop a local, private CCTV network.	This information is now available on our website.	Green
21	Brent Council should evaluate the possibilities of sharing its CCTV services with other Boroughs to save costs. Any savings should be re-invested in to improve the service.	We have met with another council to explore a shared service but this was not deemed to be practical at this stage. Any shared service would require a significant capital investment. Further enquires are being made now and there are a number of interested Local Authorities including Waltham Forest, Hackney, Ealing and Harrow. This is at early stages of consultation and we are evaluating our options.	Green