Waltham Forest

CCTV Operations Centre Strategy 2020-2025

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Foreword

Introduction from Councillor Ahsan Khan, Portfolio Lead Member for Community Safety & Voluntary Sector

Keeping Waltham Forest clean and safe is one of our key priorities. This new Strategy sets out how we intend to deploy and manage CCTV in our borough in order to support the Councils priorities.

This is not something that can be done in isolation – the CCTV Operations Centre is an enabling service and the strategy has to be done in partnership and aligned with key services. Our strategy and the accompanying Operating Model explains how different council and external services will come together to provide a co-ordinated approach for the deployment and management of the cameras in order to provide a preventative and responsive approach to issues.

The strategy recognises that each of us has a role to play in addressing this issue and improving the quality of life for all residents. The deployment and management of CCTV cameras is an issue in which everybody has a role to play as the Council and other services value residents insight and feedback that can lead to the more strategic deployment of the cameras into areas where a real difference can be made. Residents can do this by reporting issues to:

1. Anti-Social Behaviour Team

2. Police

3. Neighbourhood Officers

4. Housing Managers

Introduction

This CCTV Strategy sets out our coordinated approach to enable the Operations Centre to support the Council's key priorities of keeping the borough clean and safe, reducing crime and Anti-Social Behaviour. It is a shared strategy, that has been developed with its key partners:

- Community Safety
- Police
- Anti-Social Behaviour Team
- Resident Services (Neighbourhoods)
- Housing Services
- Registered Social landlords
- Residents

Vision

The CCTV Operations Centre is an enabling service that provides value and supports internal and external partners to meet their key objectives. We want to ensure the Borough is clean and safe for our residents.

Outcomes

The strategy sets out to achieve the following outcomes:

- Supports all stakeholders with a clear channel for feedback and service improvement
- Smarter SLA's developed with stakeholders and dashboards to highlight performance
- Greater focus on best practice and benchmarking with other LA's and private firms, whilst acknowledging the LBWF is unique in its area providing many services from a single Operations Centre
- Agreed process for resources deployment and monitoring
- Develop an investment plan in order to future proof for relocation of the service

Context

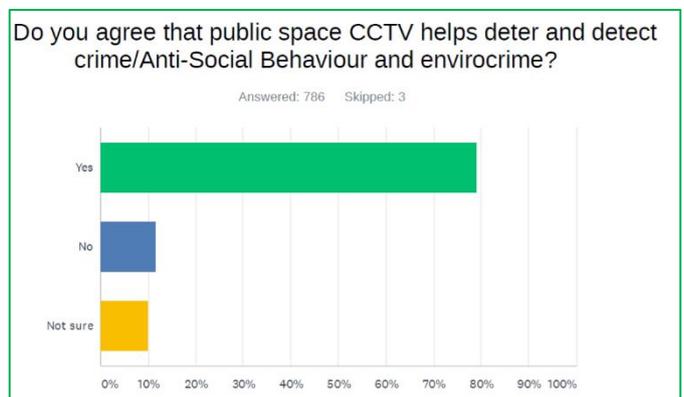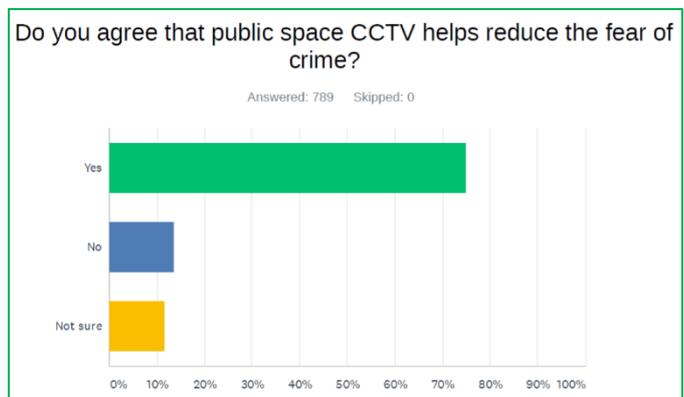**Why do we need an CCTV Operations strategy?**

Keeping the borough clean and safe is a priority for the local authority. Supporting the Council in its priorities by providing an enabling service to enable stakeholders to:

- Reduce the fear of crime
- Deter and detect crime
- Deter and detect anti-social behaviour and enviro crime

Crime and anti-social behaviour and its impact can be devastating to, residents, businesses and visitors. For victims and the wider community, it can lead to a poor quality of life and this can contribute to communities feeling unsafe where they live and work.

CCTV cameras, their deployment and levels of monitoring are an effective tool that can be used by the Councils Community safety, Anti-Social behaviour and Neighbourhood teams along with the Police and Housing providers to reduce anti-social behaviour, crime and the fear of them. We are committed to working in partnership to safeguard, support and protect all our residents/ businesses by their target deployment and use.

A resident and business consultation was undertaken in March 2020. We received over 780 responses from residents and 12 from businesses. It's clear from the results that residents and business echo the councils view that CCTV acts as a deterrence and helps reduce the fear of crime.

Do you agree that public space CCTV helps reduce the fear of crime?

Answered: 789   Skipped: 0

Do you agree that public space CCTV helps deter and detect crime/Anti-Social Behaviour and envirocrime?

Answered: 786   Skipped: 3

The development of the strategy

This strategy has been developed following consultation with a number of agencies including the local authority departments of Community Safety, Anti-Social Behaviour, Housing and Neighbourhoods. The Metropolitan Police, external Housing Providers, residents and businesses were all consulted, and their comments incorporated in the development of the strategy. As noted earlier, a resident and local business consultation was undertaken in March 2020, the first of its kind in the borough.

The community are central to the strategy and it is important that people have confidence that the partnership will deal with their problems in order to increase their sense of community and safety.

What services does the Operations Centre provide?

The Operations Centre provides a vast range of services to internal and external clients across the borough. With a minimum of two staff always on shift, the service functions 24/7, 365 days a year.

- CCTV Surveillance borough wide
- Lone Worker App
- Fly tipping and litter monitoring
- Joint operations with Police & other agencies
- Out of Hours and Responder services
- Radio Communication Links with clients
- RDC Camera Deployment
- Radio Communication link with MET Police
- Ability to share real time CCTV feeds to MET Police and provide support on live incidents
- Security & concierge services
- RSL Clienting
- Intelligence & Evidence gathering
- Fleet tracking
- Remote / key-card door access
- Alarm & Security monitoring
- Body Worn Cameras & Radios
- Key Holding for Libraries & Housing
- Bike Hubs access and monitoring

800+ cameras

2-3 staff 24/7

No. of Cameras

All services are offered to clients under agreed SLA's (Service Level Agreements) with regular review meetings carried out throughout the year.
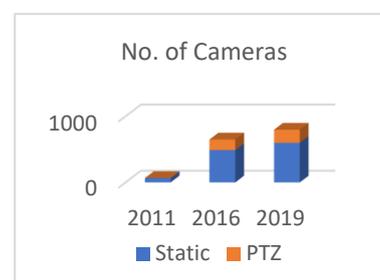
Principles

In order to achieve the outcomes outlined we will work to the following principles:

1. **Resourcing:** We work together as part of a stakeholder group with clear accountabilities and lead roles in order to maximise results

2. **Community Safety**: Having a targeted positive impact in our problem areas identified by stakeholders in order to reduce issues raised

3. **Governance**: Providing effective governance to oversee the CCTV Operation service offer at a strategic level and operational level to monitor and report on results achieved across the borough

4. **Performance:** Smarter SLA's and quarterly performance meetings with stakeholders and partners

5. **Customer Journeys**: Customers will able to easily request services, resources and report issues getting a response from the right person

How we'll be governed

The Operations Centre is required to comply with the LBWF CCTV Code of Practice. The Code of Practice outlines the "system" objectives and requirements in relation to GDPR and DPA and the management of Data and images captured. This extends to the authorised and appropriate use of the CCTV system.

The Operations Centre is also required to comply with the 'The Regulation of Investigatory Powers Act 2000' (RIPA).

- The RIPA regulates a wide range of investigatory powers to ensure we comply with human rights law and Data protection.

- Ensures CCTV footage can legitimately be used in follow up enforcement action.

- Those wishing to use Council cameras (e.g. Police & National Crime Agency) that are taken from their primary role must apply for a RIPA.

Governance

- The Operations Centre is audited annually by the SSAIB (Security Systems & Alarms Inspection Board) which works with the Home Office surveillance commissioner. Most recent audit was successfully completed Feb 2020, highlighting excellent practice.

- The SSAIB audit our RIPA process, subject access requests and Police viewings.

- An independent audit was carried out in Summer 2019 with a follow up in Feb 2020, which highlighted significant performance improvements in the service.

Dear Chief Executive

…I was delighted to acknowledge the commitment demonstrated by your council in that regard in achieving my certification in respect of the Closed Circuit Television (CCTV) and Body Worn Video (BWV) surveillance camera systems operated by your council. May I now congratulate you upon your successful engagement with SSAIB in respect of your annual review of my certification of those systems which was conducted on 14 February 2020.

Surveillance Camera Commissioner England & Wales (Working with the Home Office) 21.02.2020

Partnership working in practice

Effective joint working can maximise the impact and benefit to all involved with the biggest advantage being for our residents. Partnership working is especially successful where there is limited, finite resources.
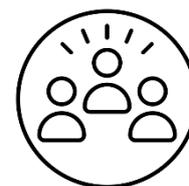
Some of the services we work with:

- Neighbourhoods
  - o Supporting with fly tipping, street drinking, rough sleepers & beggars.

- Anti-Social Behaviour (ASB) team
  - o We supply the team with redeployable cameras relating to ongoing disturbances such as street based anti-social behaviour working closely with Cllrs and residents.

- Police & National Crime Agency (NCA)
  - o The local Police attend the Operations Centre to review and attain evidence relating to crime in the Borough. We review and release approximately 10-15 pieces of evidence every week.
  - o 18 RIPA operations in 2019.
  - o We provide live feeds to Police stations for surveillance and monitoring live ongoing incidents.

- Waltham Forest Housing
  - o We provide permanent and rapid deployment cameras in internal and external areas on estates with ongoing issues.
  - o Besides cameras, the Operations Centre provide other services which include concierge and manned guarding at housing sites.

- Community Safety
  - o We monitor a large portfolio of CCTV cameras in key public areas such as our High Streets supporting the teams aims and objectives which includes violence reduction.

Our Approach - a service fit for the future

The strategy is central to helping future proof our service offer to our internal and external stakeholders, including our residents.

In line with our **principles**, this is how we'll do it;

Resourcing: *We work together as part of a stakeholder group with clear accountabilities and lead roles in order to maximise results*

- We'll ensure staffing levels appropriate to service needs and demands, being agile in how we plan shift patterns.
- Train and develop our colleagues and work with them to be able to adapt to stakeholder needs to maximise performance and results.
- We'll be clear about what we can do and where we can help facilitate.

Community Safety: *Having a targeted positive impact in our problem areas identified by stakeholders in order to reduce issues raised*

- Work closely with colleagues from Neighbourhoods, ASB, Community Safety, Housing, Police and other relevant agencies to highlight emerging issues in the Borough.
- Well use social media channels to communicate with our residents' on issues such as fly-tipping and reach out for any intelligence.
- Actively engage in taskings and operations, providing expert guidance and advice on solutions.
- Provide timely updates and incident reporting to front line colleagues and management to better address ongoing issues.
- For temporary RDC's (Rapid Deployment Camera) requests, we'll work in partnership with the Problem-Solving Partnership Meeting (PSPM Group) to address the need prior to each deployment, ensuring appropriate governance, process and transparency is in place, working alongside the Surveillance Camera Code of Practice. For details of how this will work, see section on 'Rapid Deployment Cameras'.
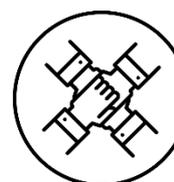
Governance: *Providing effective governance to oversee the CCTV Operation service offer at a strategic level and operational level to monitor and report on results achieved across the borough*

- We'll explore and implement within the next 12 months a reporting system that can capture incidents across the borough and provide stakeholders with monthly reports on their surveillance cameras.
- We'll work with partnering agencies such as Neighbourhoods and ASB to capture outcomes which can feed into our reporting, highlighting our joint successes.
- We'll review our CCTV Code of Practice and publish externally, capturing recent legislative changes ensuring compliance with the latest data protection, RIPA and GDPR requirements. We'll work closely with our Data Protection team to implement.
- We'll review and implement within the next 12 months a revised process for CCTV surveillance access requests, ensuring it meets the needs of our stakeholders whilst complying with the necessary statutory guidelines and data protection practices.

Performance: *Smarter SLA's and quarterly performance meetings with stakeholders and partners.*

- In 2020, we have reviewed all our Service Level Agreements (SLA's), ensuring they capture emphasis on regular performance meetings and monitoring.
- We'll meet with stakeholders to ensure benefits of services provided are being realised and work with them to address any ongoing matters.
- We're developing dashboards for services which highlight captured issues, camera location and area in the borough as well as escalation. These reports will be shared with Community Safety and Resident PLM group.
- Performance meetings will also be used as an opportunity to highlight additional services and emerging technology to ensure our service offer remains current and support business growth.
- Engage with wider CCTV groups and local authorities for benchmarking our service, including performance and incident reporting, spend on equipment, repairs and technology whilst making use of our recently implemented procurement framework to obtain best value always. Therefore, providing real value to our service stakeholders.
- We'll share our successes with residents through newsletters and social media updates.

Customer Journeys: *Customers will able to easily request services, resources and report issues getting a response from the right person.*

- Residents can at present request surveillance footage by visiting our website. We promise to respond to all resident and police requests within five working days and within ten working days to organisations (e.g. for insurance claims).
- We'll continue to work with Neighbourhoods, ASB and other services so that customers who request CCTV coverage in their area is evaluated fairly and appropriately prioritised.
- We'll work closely with our Housing and Regeneration teams, ensuring capacity is built in on new developments for CCTV needs (including s106/CIL funding requirements) and future proof our developments.
- We'll strengthen our focus on digital first, moving away from older technology and advising customers on available options.
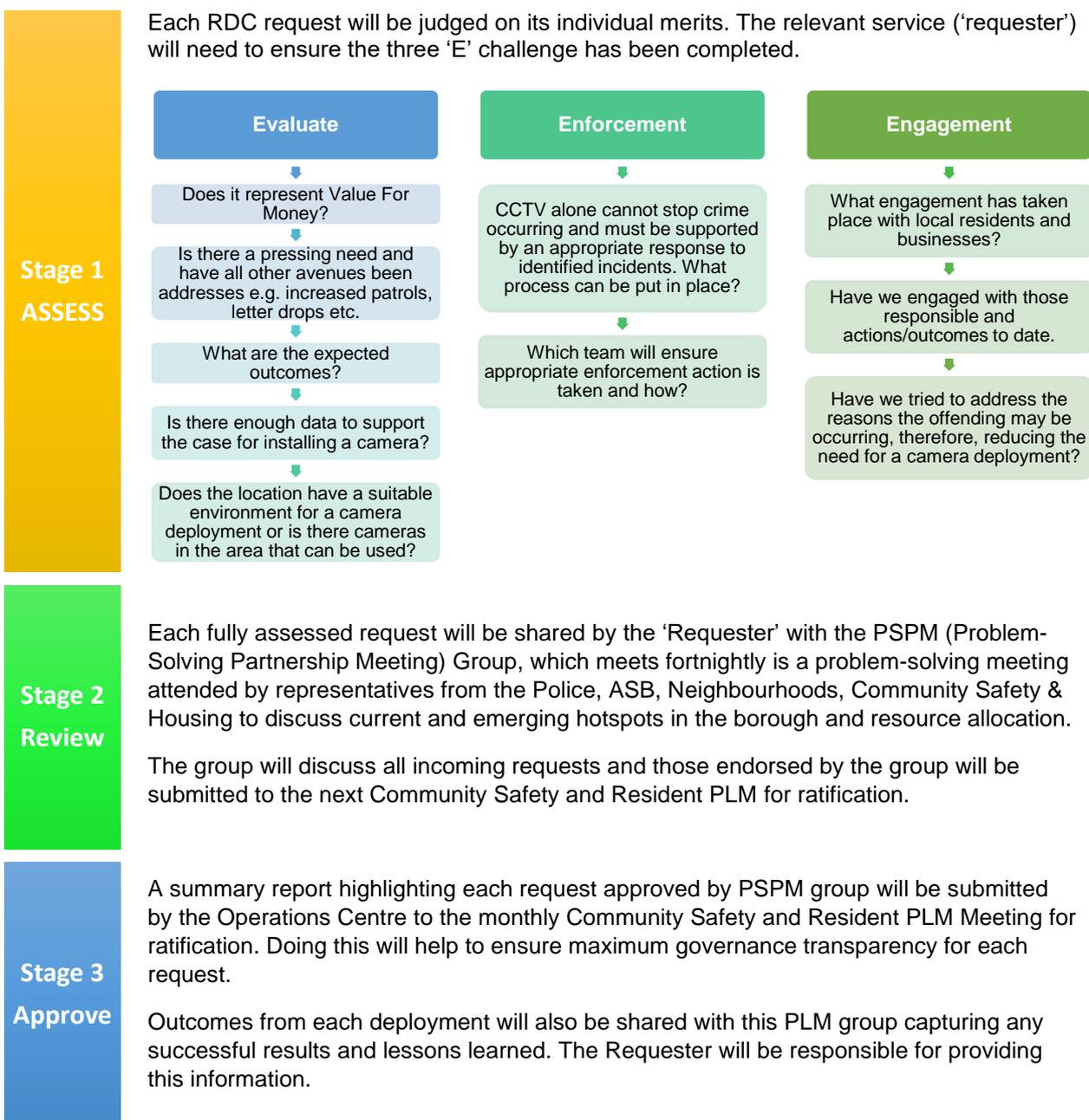
Rapid Deployment Cameras (RDC)

The council owns several RDC cameras which are available to deploy quickly as needs arise. These cameras operate using 4G capability.

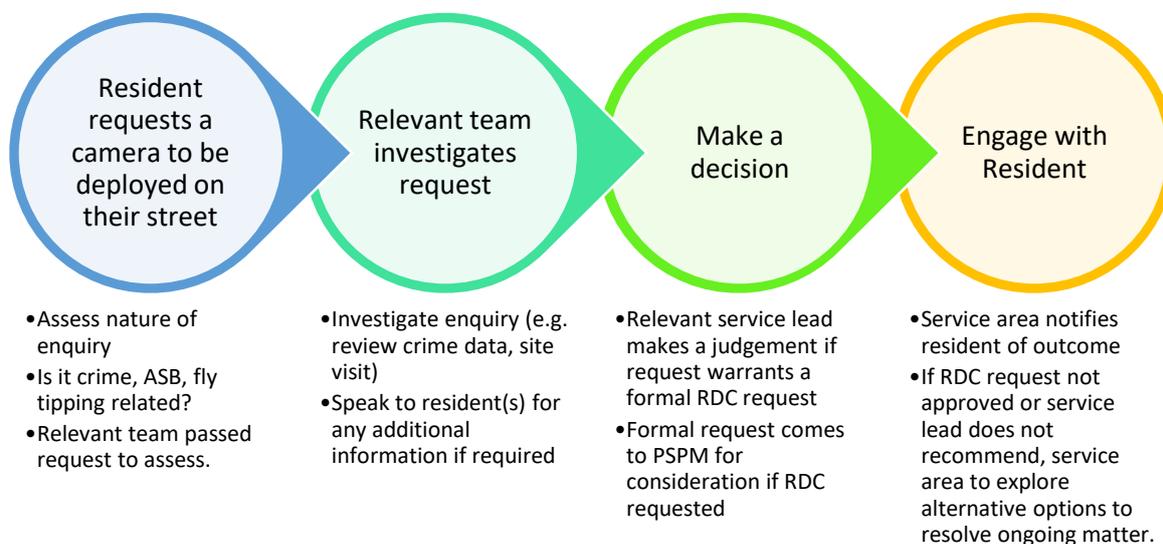This is the process we'll follow for each request. Requests can be made by:

- Neighbourhoods Team
- ASB Team
- Any other council service (e.g. Housing, Community Safety etc.)
- Police/NCA*
- Councillors*
- Residents*

* Requests from these stakeholders will be referred to our Neighbourhoods, ASB, Housing and/or Community Safety team to assess and complete an RDC formal request, depending on the nature of the enquiry. See *Illustrative example* of a request from a Resident.

Stage 1 ASSESS

Each RDC request will be judged on its individual merits. The relevant service ('requester') will need to ensure the three 'E' challenge has been completed.

Evaluate	**Enforcement**	**Engagement**
Does it represent Value For Money?	CCTV alone cannot stop crime occurring and must be supported by an appropriate response to identified incidents. What process can be put in place?	What engagement has taken place with local residents and businesses?
Is there a pressing need and have all other avenues been addresses e.g. increased patrols, letter drops etc.	Which team will ensure appropriate enforcement action is taken and how?	Have we engaged with those responsible and actions/outcomes to date.
What are the expected outcomes?		Have we tried to address the reasons the offending may be occurring, therefore, reducing the need for a camera deployment?
Is there enough data to support the case for installing a camera?		
Does the location have a suitable environment for a camera deployment or is there cameras in the area that can be used?		

Stage 2 Review

Each fully assessed request will be shared by the 'Requester' with the PSPM (Problem-Solving Partnership Meeting) Group, which meets fortnightly is a problem-solving meeting attended by representatives from the Police, ASB, Neighbourhoods, Community Safety & Housing to discuss current and emerging hotspots in the borough and resource allocation.

The group will discuss all incoming requests and those endorsed by the group will be submitted to the next Community Safety and Resident PLM for ratification.

Stage 3 Approve

A summary report highlighting each request approved by PSPM group will be submitted by the Operations Centre to the monthly Community Safety and Resident PLM Meeting for ratification. Doing this will help to ensure maximum governance transparency for each request.

Outcomes from each deployment will also be shared with this PLM group capturing any successful results and lessons learned. The Requester will be responsible for providing this information.

Illustrative example – request from a Resident for CCTV camera

Resident requests a camera to be deployed on their street
- Assess nature of enquiry
- Is it crime, ASB, fly tipping related?
- Relevant team passed request to assess.

Relevant team investigates request
- Investigate enquiry (e.g. review crime data, site visit)
- Speak to resident(s) for any additional information if required

Make a decision
- Relevant service lead makes a judgement if request warrants a formal RDC request
- Formal request comes to PSPM for consideration if RDC requested

Engage with Resident
- Service area notifies resident of outcome
- If RDC request not approved or service lead does not recommend, service area to explore alternative options to resolve ongoing matter.

Financial Support for council services

Our internal clients focus should be on delivering front line services, helping to ensure residents receive an exceptional offer whilst meeting budget requirements. On occasions, works to maintain CCTV cameras can impact budgets unexpectedly.

To counteract, we'll explore a multi-agency bid, led by our Community Safety team to establish a capital funding stream to support infrastructure and upgrades to existing CCTV cameras for example when they are no longer economical to repair or have reached end of life.

We'll do this by;

- Implementing an upgrade programme to ensure our cameras remain fit for purpose, minimising down time and engineer costs for repairs to 'older' cameras remain low.
- Where costs exceed £2,500 for a repair / upgrade / replacement per camera, the relevant team will request approval from the Community Safety PLM to tap into a capital funding stream subsidised by CIL income, minimising pressure on services to keep their cameras functional. Each request will be judged on its individual merits.

We're confident this innovative offer for council services will help to mitigate local budget pressures and ensure our borough wide CCTV camera offer remains fit for purpose. The capital funding stream will be reviewed annually to capture any changes to future service demands.

Should this multi-agency bid be unsuccessful, all repairs, replacements and infrastructure upgrades will fall back to the relevant camera owners, as per existing SLA agreements.

A state-of-the-art Operations Centre

As part of the wider Town Hall regeneration project, our Operations Centre will be relocating in early 2021. This is what we'll do;

- Evaluate all our operating systems and technology. Upgrading where required and invest for the future.
- Design an Operations Centre that the Council can be proud of that delivers real value for all our stakeholders.
- Future-proofed for at least the next 10 years, ensuring we build capacity for service expansion.
- Engaging with our service stakeholders to ensure the new Operations Centres helps them to deliver on their requirements such as the Police who will have a dedicated desk for their ongoing operations.
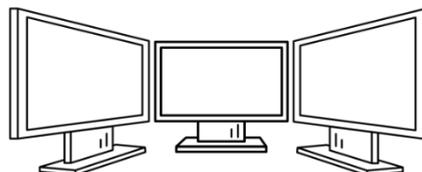
Digital makeover

Over the next five years, we'll continue to be a progressive service, exploring **Smart Cities** advancement in our service offer. We will:

- Move to an IP based system and integrate various platforms to provide a single solution.
- Work with clients in upgrading Fire and Intruder alarm transmissions from PSTN telephone lines to digital.
- Work with clients to upgrade analogue cameras to IP high definition as our new 'standard'.
- Implement a new incident monitoring system with smart analytics.
- Develop a high definition video storage platform that's ideally cloud based.
- Upgrade our IP Network Fibre where feasible and extend our Wireless radio coverage across the borough.
- Trial and innovate –
    - o 360-degree cameras
    - o Cameras that automatically recognise and report fly tipping incidents
    - o Develop our automatic number plate recognition (ANPR) services – this has already proved successful on the Town Hall complex.
    - o Explore facial recognition advancement within the public services sector

Related Documents

This Strategy is part of a wider approach by the Borough to reduce crime and ASB, and to improve the quality of life for those living and working in Waltham Forest. As such, it is intended that this Strategy be read alongside the following Strategic documents:

- Creating Futures
- Think Family 2020
- Safeguarding Thresholds
- Connecting Communities
- Public Heath Approach to Violence Reduction
- ASB strategy 2019-2024

Strategy authors:
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