



Cabinet 20 May 2014

Business Case for Investing in the CCTV Service ((May14/03) and (May14/01P))

1. Summary and reasons for recommendations

- 1.1 This report outlines an 'invest to save' proposal that recommends upgrading the Council's CCTV monitoring equipment. This will allow us to improve the current service, cut operating costs and extend the range of services we can provide. This in turn will yield increased external income thereby reducing the cost to the Council of providing the CCTV service.

2. Recommendations

- 2.1 It is **RECOMMENDED** that:
- (1) the budget built up in the CCTV renewals fund be used to invest in upgrading and the CCTV control room and connectivity to the camera network, as detailed in Section 8 of Report F9;
 - (2) the CCTV control room be relocated to West Suffolk House, as detailed in Sections 4.13 to 4.20 of Report F9; and
 - (3) new sources of income and savings be sought to be secured through providing new services directly to customers, through strategic partnerships and through greater coordination with other services, as outlined in Exempt Appendix A to Report F9.

Contact details

Name
Title

Telephone
E-mail

Portfolio holder

To be confirmed following the
Annual Meeting of Council on
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Lead officer

Mark Walsh
Head of Waste Management and
Property Services
01284 757300
mark.walsh@westsuffolk.gov.uk

3. Strategic Priorities

3.1 The recommendations meet the following Strategic Priorities, as contained in the West Suffolk Strategic Plan:

- (a) Priority 1: Increased opportunities for economic growth; and
- (b) Priority 2: Resilient families and communities that are healthy and active

4. Key issues

Background

- 4.1 The St Edmundsbury Borough Council (SEBC) Closed Circuit Television (CCTV) service started in 1995 and over the years this service has grown from monitoring an original 48 cameras within the Borough of St Edmundsbury to the current total of 138 across six towns (including the cameras at Forest Heath and outside West Suffolk including Stowmarket). The service operates 24/7/365 and also provides an out-of-hours service for Forest Heath District Council (FHDC) and SEBC. CCTV helps to ensure that our towns are safe and is instrumental in supporting policing activities. This includes providing evidence used in successful criminal prosecutions.
- 4.2 The current (2013/2014) net cost of the service to SEBC is £322,100 which includes net income of £75,750 for monitoring cameras for other Councils and providing the out-of-hours service to FHDC. The current building and equipment has no further potential for future growth and the equipment is now becoming obsolete and needs replacing. The replacement of equipment provides an opportunity to use more flexible and energy efficient flat screen monitors, wireless connectivity to cameras (avoiding expensive fibre rental) and High Definition (HD) imagery to improve the quality of evidence used in Police investigations.
- 4.3 Through researching best practice at councils elsewhere it is clear that there is significant potential for income growth in this area. This can be achieved through extending camera sharing and networking with local retailers, businesses and other councils. A number of proposals to increase income generation are set out in Exempt Appendix A attached to this report.
- 4.4 Given the need to make savings there clearly is not a 'do nothing' option. We either have to cease or divest the service or invest in it to cut the current operating costs and provide the opportunity to derive further income to offset the residual service costs as well as improving the level of service to our own Councils.
- 4.5 We are not aware that there is currently any community or partner appetite to cease the CCTV service. Whilst considering the implications of outsourcing, this business case focusses on setting out plans for improving the CCTV service and significantly cutting its current net cost to SEBC. This is through a combination of decreased operating costs following investment in modern equipment, an opportunity to relocate, increased income from monitoring more cameras for other organisations and offering other services and seeking contributions from other beneficiaries of the service.

Current Situation

- 4.6 The CCTV operation constantly deals with incidents in our town centres and much of this work goes on unreported behind the scenes. The Police have reported that in recent major investigations the Control Room has played a vital part in collecting evidence to piece together the movements of victims and suspects. Table 1 below sets-out the incidents dealt with by our CCTV control room between the dates of 1 January 2013 to the 31 December 2013 inclusive:

Table 1 – Control Room Activity 2013

Town	Traffic	Serious Offence	Police Operations	Minor Offences	ASB	Total
Bury	141	123	28	415	572	1279
Haverhill	26	28	0	130	192	376
Newmarket	51	44	16	78	216	405
Brandon	6	3	0	10	20	39
Mildenhall	15	9	1	25	20	70
Stowmarket	23	11	0	24	79	137
All Towns	262	218	45	682	1099	2306

- 4.7 The existing CRT display wall is outdated and inefficient, spares are no longer available and therefore the system needs to be replaced with a new HD video wall if the service is continued. These LED displays are far more energy efficient and will reduce our energy bills. The new HD Video wall will allow images to be displayed in high definition enabling better picture quality for identification purposes as required by the Police and Courts. Neighbouring authorities have now all upgraded and display / record their images in HD.
- 4.8 The cameras and servers need replacing as they are now over seven years old and the life expectancy of this type of equipment is generally five years. We originally had three mobile cameras which could be used in flexible locations when a community safety or security issues dictated. These were utilised for spares several years ago and never replaced. It is recommended that these are replaced along with the other cameras to enable proactive monitoring for anti-social behaviour hot spots and events. Two servers were replaced last year and another two at Newmarket (FHDC) are due to be replaced as part of the Guineas Car Park improvement works.
- 4.9 One of the main areas where substantial savings can be made is on BT Redcare (fibre connection rental) which currently costs FHDC and SEBC £72,000 each year. All our cameras are connected to the control room via fibre links and these costs have increased considerably over the past two years. As part of a wider upgrade, cameras can now be fitted with a wireless adapter to send the signal back to the control room which reduces the need for fibre links. By switching to wireless technology it is estimated that these costs would fall by £45,000 to £27,000 per annum (subject to a detailed wireless survey). Not only would such a change present the opportunity to cut our existing fibre connection costs, it also creates the opportunity to provide town centre WiFi and generate income by allowing the system to stream services for others. This innovative approach has been adopted by Great Yarmouth Borough Council where it is offsetting service costs and providing valuable services to consumers and businesses.

- 4.10 SEBC has made an annual provision in the CCTV budget for upgrading equipment and the funds available at the end of 2013/2014 total £415,000. FHDC will also benefit from a SEBC CCTV upgrade to HD. It should be noted that FHDC servers are being upgraded as part of the Guineas car park project and the wireless project and upgrade of cameras could follow at a later date when funds are available if necessary.
- 4.11 This report recommends that the CCTV control room equipment is upgraded and this option is outlined in more detail above. By upgrading our equipment the Council can cut running costs and provide capacity to monitor more cameras for other organisations. This option also outlines plans to increase income from a range of other services as evidenced from best practice elsewhere. A sub-option of this would be to relocate the CCTV control room from its current location to West Suffolk House which will provide more space for expansion and better integration in support of other priorities like community safety, asset security and emergency planning.

The Case for Relocation

- 4.13 It is proposed that as part of any upgrade, the CCTV control room is moved. Whilst this is not absolutely necessary, taking the opportunity to relocate whilst undertaking a major overhaul of equipment is likely to provide long term advantages.
- 4.14 Moving the CCTV Control Room to West Suffolk House would enable more integrated working with various other departments such as Community Safety, Customer Services and Emergency Planning. The Community Safety Officer has regular meetings with community organisations and the Police regarding local crime and anti-social behaviour. There is scope for greater joined-up working between the CCTV operation and these other teams. The Bury St Edmunds based Emergency Operations Control Room is based on the ground floor of West Suffolk House (ICT training room). If CCTV were in the same building, closer working could benefit the coordination of a response to any incident in our town centres providing a visual aid to any emergency.
- 4.15 All CCTV Operators are SIA Accredited (<http://www.sia.homeoffice.gov.uk/Pages/licensing-cctv.aspx>) and are also authorised Security Guards. This would enable West Suffolk House to have security on-site 24/7/365 and could offer a saving over the current arrangements. There is scope to reduce cover provided from our Facilities Management (FM) contractor for an on call Custodian after hours which would no longer be required.
- 4.16 CCTV works very closely with the Police; we have their 'airways' radio in the control room therefore the Police are regular visitors to the control room undertaking reviews of incidents on recorded images. West Suffolk House would be more accessible to them.
- 4.17 Having CCTV on site would enable closer, more effective management of the service as all the team will be based in the same location.
- 4.18 The highest demands on the CCTV Service are at evening and weekends when they also carry other duties such as Out of Hours and Lone Working support. By having the service based at West Suffolk House during office hours there could also be further opportunities to support other departments whilst undertaking their normal CCTV duties.

- 4.19 West Suffolk House already has a server room which has space to house all the current servers currently housed in the CCTV control room. The room currently used by the Print Room would be an ideal location as it is adjacent to the Server Room which would feed the cables through the wall to the video wall and monitors, and this space is currently part of the wider West Suffolk House review. The current servers at the control room include a UPS (battery) back up. There is already a large UPS in the West Suffolk House server room so there would be no need to replicate this saving maintenance costs.
- 4.20 Moving out of the current location would mean converting the existing control room back into ten prime car parking spaces at an approximate cost of £10,000.

Other Potential Sources of Income

- 4.21 CCTV is a 24/7/365 service and as such there are opportunities to be more commercial and bring in other business from elsewhere. This has already proved to be successful at Bristol City Council whose CCTV service now runs on a cost neutral basis through providing other services like alarm monitoring. SEBC already monitors cameras for Forest Heath and Mid Suffolk District Council and there are other local authorities who are looking to outsource their CCTV service; we have already been contacted by another council. Taking on more business would mean no increase in costs, staffing levels would remain the same; therefore any additional income would fully contribute to the cost of our operation.
- 4.22 Potential areas where income can be generated are outlined in Exempt Appendix A attached.
- 4.23 Whilst not an external income, out of hours and lone working services are already provided to departments within SEBC at no cost. It is proposed that in future, these costs are recharged to departments in receipt of the services in order they are accounted to the correct areas.
- 4.24 The Police are a beneficiary of the CCTV service but make no contribution towards the costs of running the service. It is proposed that the potential for gaining some level of funding from the Police (either revenue and/or capital) for the necessary upgrades and the longer term support of the service continues to be explored.
- 4.25 Business development (sales) to generate income from extending these services to others will be a significant undertaking. It is important to carry out some desktop research to establish the wider landscape for the provision of CCTV and related services in the region and some work has started on this. Transactional business opportunities as outlined in Exempt Appendix A can be marketed and sold through our existing commercial services network that covers trade waste, cleansing and landscapes business development or through strategic partners.

5. Other options considered

- 5.1 As outlined in Exempt Appendix B attached to this report.

6. Community Impact

6.1 Crime and disorder impact (*including Section 17 of the Crime and Disorder Act 1998*)

6.1.1 The provision of CCTV has a major impact on crime and disorder. Upgrading the equipment will improve the service provided at reduced cost. Relocating the control room will also enhance its management and improve links to community services based in West Suffolk House.

6.2 Diversity and equality impact (*including the findings of the Equality Impact Assessment*)

6.2.1 There are no human rights and diversity implications contained within this report.

6.3 Sustainability impact (*including completing a Sustainability Impact Assessment*)

6.3.1 Part of the procurement and evaluation of proposals and tenders is based upon environmental and sustainability criteria. Decisions will include consideration of energy usage by the new equipment purchased.

6.4 Other impact (*any other impacts affecting this report*)

6.4.1 Extending the range of services that can be offered from this service area will have a potentially positive impact upon other service areas, stakeholders and those in receipt of the services (e.g. the Police).

7. Consultation

7.1 No external consultation has been undertaken at this time.

8. Financial and resource implication

Upgrade costs

8.1 The SEBC CCTV cost code has been contributing £59,000 per year to a renewals fund since 2006 when the system was last upgraded. By the end of this financial year the balance of this fund, for the upgrade of cameras, servers and control room equipment will be £415,000. This fund can adequately cover the cost of upgrading the CCTV operation and falls just marginally short of financing relocation too (see table 2 below).

Table 2 – CCTV Upgrade and Relocation Costs

Activity	Cost
Consultancy Cost, including tender specification & control room design	£2,000
Line of sight survey for wireless transmission (including asset list and report) SEBC	£3,000
Estimated cost to upgrade cameras SEBC	£180,000
Estimated cost to upgrade control room (video wall and ergonomic furniture)	£200,000
Total SEBC upgrade cost (at MSCP)	£385,000
Estimated cost to relocate control room to WSH	£30,000
Cost of de-commissioning and demolition of the existing building at MSCP	£10,000
Total SEBC upgrade cost relocated to WSH	£425,000
Line of sight survey for wireless transmission (including asset list and report) FHDC	£2,500
Estimated cost to upgrade cameras FHDC	£70,000
Total FHDC upgrade cost (could be phased later)	£72,500

Income Projections

The projected income from our proposed activities are outlined in Exempt Appendix C.

9. Risks

Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Insufficient in-house sales capacity to seek opportunities and capitalise on them	High	Use existing sales capacity from W&SSS team to generate enquiries. Reorganise Property admin team to provide more capacity	Medium
Failure to meet external income projections	High	Research actual achievements at other Council CCTV operations to form realistic projections. Leave some options for growth in reserve	Medium
System upgrade costs are higher than anticipated	Medium	Overestimate with plenty of contingency based on input from industry professionals	Low
Wireless camera connections unreliable	Medium	Invest in detailed survey to ensure the correct application of technology is used	Low
CCTV staff unable to take-on new roles and extra work	Medium	Involve staff in new initiatives and explain the need to expand their roles	Low

10. Legal and policy implications

10.1 CCTV is a non-statutory service. There are no specific legal or policy implications from this report.

11. Wards affected

11.1 All

12. Background papers

12.1 None

13. Documents attached

13.1 Exempt Appendices A, B and C.

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