

**Agenda Item No:** 10

**Report To:** CABINET

**Date:** 10<sup>th</sup> March 2016

**Report Title:** CCTV Strategy including renewals and investment in the Service

**Report Author:** James Hann, Health, Parking and Community Safety Manager

**Portfolio Holder:** Cllr Heyes – Portfolio Responsibility for Highways, Wellbeing and Safety



**Summary:** Cabinet is asked to reaffirm a commitment to the importance of maintaining and developing CCTV services within the Borough of Ashford.

This report explores the future of the CCTV monitoring centre in Ashford. Looking at the maintenance and replacement required to sustain the current facility along with a number of investment opportunities to generate income by taking on new contracts and savings from a reduction in maintenance and connection costs.

The proposed CCTV Strategy will support a more cost efficient and technologically sound service in support of the Council's robust approach to addressing anti-social behaviour, crime and disorder.

**Key Decision:** Yes

**Affected Wards:** All

**Recommendations:** The Cabinet be asked to:-

- (i) Reaffirm the Council's commitment to the importance of maintaining CCTV services.
- (ii) To confirm the method of provision of these services.
- (iii) To agree an investment of £250,000 to replace public space CCTV cameras in Ashford and Tenterden, to update the back office systems and to provide a single operating platform to facilitate further business development.

**Policy Overview:** Links to the Five Year Corporate Plan

**Financial Implications:** Capital investment of £250,000 to replace public space CCTV cameras in Ashford and Tenterden, to update the back office systems and to provide a single operating platform to facilitate further business development.

This investment should increase the income from the monitoring centre and reduce maintenance costs.

**Risk Assessment:** Addressed within the body of the report.

**Community Impact Assessment:** No

**Background Papers:** None

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## **Agenda Item No 10**

**Report Title:                CCTV Strategy**

### **Purpose of the Report**

1. Cabinet approval is sought to reaffirm a commitment to the importance of maintaining CCTV services.
2. The proposed CCTV strategy will support a more cost efficient and technologically sound basis for the service and thus support the Council's robust approach to addressing anti-social behaviour, crime and disorder.
3. The proposed CCTV strategy will:
  - Contribute to a safer night-time economy and help protect the well-planned and well-resourced infrastructure.
  - Help safeguard our communities and assist in the development of thriving and vibrant town centres.
  - Reduce the council taxpayer subsidy through investing in updated technology. This will put the Council in a positive to attract even more third party contracts and develop its capabilities as a centre providing monitoring excellence in Kent.

### **Issue to be Decided**

4. As well as being asked to reaffirm the Council's commitment CCTV services, the Cabinet is asked to confirm the method of provision and agree further investment.

### **Background**

5. The Borough of Ashford is a safer place to live. Anti-social behaviour (ASB) has fallen significantly over the last three years and the borough now has the lowest volume of reported ASB in the county (3600 reported incidents in 2012/13 to 1200 in 2014/15). Criminal damage (crimes where a person intentionally or recklessly destroys or causes damage to another person's property) continues to fall and the borough as the fourth lowest criminal damage figures in the county. However, reported shoplifting and violent crime continues to rise and be areas of concern.
6. A safer borough for the residents and businesses will be a more successful borough. We want communities to thrive, becoming better, healthier places to live and work. By making our communities safer and stronger for those who live there, we will also increase the attractiveness of the borough as a place to live and work. This will improve our quality of life, create strong

communities that we are proud and happy to be a part of and allow us all to fulfil our potential.

### ***Commitment to the importance of maintaining CCTV services***

7. CCTV has a role to play in proactive and reactive crime prevention and in our communities' perception of safety. Community safety practitioners recognise CCTV is a tool to be used as part of an integrated problem-solving approach.
8. There have been claims that CCTV acts as a deterrent to criminal activity and counterclaims that CCTV does nothing more than displace crime. The most extensive evaluation into the 'effectiveness' of CCTV published in 2005 concluded that the technology is most effective when used as a means of directing resources on the ground to incidents as they occurred.

### ***Use of CCTV for crime prevention***

9. A National Association for the Care and Resettlement of Offenders (NACRO) report summarised some of the assumptions behind the use of CCTV for crime prevention purposes and can be found in Appendix A.
10. Since NACRO's report, a number of lengthy, and sometimes complex, studies have looked at the impact of CCTV on crime, including various pieces of research that suggest CCTV reduces levels of fear of crime amongst respondents. Further details can be found in Appendix B.
11. The provision of monitored public-space CCTV cameras has been reviewed by many local councils, with a few deciding to cease the service altogether. This has been met with particularly bad press and several have subsequently re-instated the provision of CCTV monitoring.
12. Ashford Monitoring Centre has access to police radio systems covering Ashford and Tenterden and one covering Folkestone, Hythe and Dover. This helps facilitate:
  - CCTV operators using their monitoring skills to direct police response to potential flash points outside pubs and bars before incidents occur – resulting in early interventions and preventing the need for arrest.
  - The use of intelligence to seek out often vulnerable missing persons and those wanted by the police, so that police and ambulance officers can be directed to precise locations.
  - Operators can direct the police to offenders who have left an incident, confirm the suspect's identity and ensure the correct offender is arrested.
13. Operators have access to up to date police information, good lines of communication with businesses in the retail and night-time economy sectors, security staff working in shopping centres, police officers and PCSO officers.

Our operators have been awarded individual awards from Kent Police for their part in making the borough a safer place.

14. Discussions are currently taking place that will see the Street Pastors operating out of the monitoring centre on Friday and Saturday evenings. This will further improve coordination and communication between the invaluable volunteers, the camera operators and, through the monitoring centre's police and town net radios, the businesses and emergency services operating in the night-time economy.
15. It is proposed that locally CCTV has played an important role in making our streets safer, tackling crime and anti-social behaviour in our communities and reducing the fear of crime as part of a wider package of measures delivered in partnership with community safety stakeholders. It is crucial that we continue to improve the way CCTV is commissioned, managed and monitored to evidence its contribution to the wider efforts to reduce crime.
16. Information on the National Automatic Number Plate Recognition (ANPR) provision can be found in Appendix C.

### ***Ashford and Tenterden CCTV Cameras***

17. Having made significant capital investments several years ago the Council owns CCTV systems in operation in Ashford and Tenterden.
18. In addition to a commitment to the importance of continuing with maintaining CCTV services, this paper seeks Cabinet commitment to modernise the camera and supporting technology with an investment of £250,000 over two years.
19. Most of the cameras and back office systems that enable the images to be seen and recorded in the monitoring centre are over 15 years old and so they are well beyond their expected life. Fortnightly maintenance on cameras, replacement of parts and the use of second hand back office systems have been used to keep the cameras operating, however, this is not a long term solution. For example, the cameras in Tenterden were manufactured by a company that went out of business several years ago. Replacement parts will not be available soon. Officers are exploring options for a replacement programme, which will use web servers to transmit the majority of the data.
20. In terms of the cameras in Tenterden, these incur very high costs to transmit the images via BT fibre links to the monitoring centre. By upgrading these cameras, we will be able to drastically reduce the annual costs associated with this, making the payback period relatively short.
21. The cameras are monitored from the Ashford Monitoring Centre in the Civic Centre, which also provides a range of other services including:
  - Operation of the Lifeline scheme (around 2,300 private clients).

- Call handling for the Council from 4pm Monday to Friday, throughout the weekends and Bank Holidays).
- Council emergency calls.
- Emergency centre facility.

22. The proposed CCTV strategy is contained in Appendix D.

***Options for CCTV provision***

23. On the proviso that members reaffirm a commitment to the importance of maintaining CCTV services, the CCTV strategy needs to consider how the council and local partners can achieve best value by enhancing efficiency and effectiveness. The options are as follows:

- a) Do nothing and continue as we are
- b) Outsource CCTV provision
- c) Develop services through business growth

***(a) Do nothing and continue as we are***

24. Maintenance and replacement costs of equipment will continue to rise. Currently the CCTV maintenance budget is £10,000 per annum, but this has proved insufficient in 2015 requiring Management Team to authorise an extra £10,000 of expenditure to replace broken cameras. We currently use nine collectors (remote storage digital video recorders) to process the images and each of these cost £5,000 to replace, and with almost all of these units being over 10 years old the likelihood of these needing replacement soon is high.

25. It is expected the costs for replacement will increase significantly in the next few years, as more cameras, transmitting equipment, receivers and other supporting equipment fails due to the age of the equipment.

26. If the Council continues to operate the monitoring centre as it does any opportunity to benefit from transmission cost savings will be lost (explored further later in the report).

27. The capacity to develop the CCTV business, which could bring in significant income, will be curtailed if no investment is made in a single operating platform that will allow the multitude of systems to be consolidated into one system.

***(b) Outsource CCTV provision***

28. In 2012 Medway Control Centre were approached to explore the option of Medway providing CCTV and Lifeline monitoring. In November 2013 Management Team decided not to pursue the option of outsourcing preferring to give the new service managers an opportunity to demonstrate the development opportunities.

29. Outsourcing CCTV monitoring would affect other operations including:
- the Council's Lifeline services, which currently provides a 24 hour instant response to 2300 users at the touch of a button.
  - Out of hours call handling for the Council from its tenants and from the public in emergencies.
30. While the proposal is out of date and the costs were approximate, they indicate that the Council would not save money by outsourcing, as many of the costs associated with operating a monitoring centre would remain. Indeed preliminary calculations indicate a significant budgetary pressure on the general fund if CCTV and Lifeline was outsourced. In addition camera replacement and maintenance costs would remain the responsibility of Ashford Borough Council and a capital replacement plan would be required to maintain CCTV services.

**(c) *Develop services through business growth***

31. Increasingly and in particular given the current financial context, local authorities are considering business development and consolidation through the shared services agenda, and the potential for savings to be made. This is in evidence already in Ashford, where local partners, Hythe Town Council and Folkestone Town Council, have chosen Ashford Monitoring Centre to monitor the CCTV cameras in their areas. This provides real value to communities and gives opportunities for further coordination.
32. In addition to the leads currently being explored, new opportunities are being unearthed on a regular basis. These are as a result of the ongoing and proactive activity that is taking place, targeting CCTV installers, councils, schools and private commercial clients.
33. In terms of CCTV installers, the monitoring centre currently monitors cameras on behalf of three security companies and have a number of other current quotes in place that we will hear about shortly. CCTV installers are the main market for commercial monitoring companies, so it is accepted that it is a key market moving forward and one that needs to be consistently engaged with.
34. The monitoring centre revenue will be affected by the will of our neighbouring local authorities to cut their CCTV monitoring costs. Taking on the monitoring from another Kent district would significantly increase the revenue generated and this will be explored with our neighbouring authorities should this option be approved.

***Investment in business development***

35. Following Management Team's decision in November 2013 to combine the work of the community safety unit and the monitoring centre, the staffing structure was revised and vacant positions were recruited to. Progress finding new business for the monitoring centre was, however, delayed by the

discussions with Shepway District Council about a possible combination of the two monitoring centres. Permission to recruit a Business Development position was finally agreed in July 2014 with the engagement of specialist CCTV business development consultant on a part time basis.

36. Upon commencing work on business development it was clear that systems and procedures for bringing in new business did not exist. As a result, it was necessary to develop new procedure for quoting, pricing structures, along with monitoring agreement forms, quotation forms and protocols. The website was updated and contact was made with a number of companies that install CCTV equipment across Kent.
37. The AMC has been actively increasing its commercial business and income over the last year. During this time, the number of cameras monitored has increased from 126 (annual revenue £5,000) to nearly 300 (with secured annual revenue from for 2016/17 at £90,000).
38. The downside of this growth has been the technical difficulties of bringing in new CCTV sites with systems we have not previously monitored. This has resulted in a multitude of operating systems that are monitored via independent PCs, with no uniformity and certain limitations that do not allow us to compete with commercial monitoring centres. Over the past year, we have introduced new operating platforms into the monitoring centre which we were previously incapable of monitoring - these include Hikvision, IDIS and Pelco.
39. The centre currently operates CCTV monitoring through seven different systems and the lack of a single operating system has caused significant challenges and delays in terms of getting new sites into the monitoring centre. To use an analogy, it is similar to using one PC for sending emails, one for editing Word documents, another to use the internet, another to access e-financials, etc. A couple of commercial opportunities have been lost as a consequence of not having a single operating system; moreover a significant amount of time has been spent dealing with the technical issues of running multiple platforms.
40. Another challenge has been for the operators. New systems have been introduced and the task of providing suitable operator training for each of these has proven difficult. The recently implemented staffing changes to the structure of the monitoring centre will assist in the training and operation of new systems.
41. To address the problem of multiple platforms it is proposed to install a single standardised CCTV monitoring platform that will allow the multitude of systems we currently have to work with to be consolidated into one application. Commercial monitoring centres, along with many other local authorities, adopt a single platform approach due to the significant competitive advantages it provides. Implementing such a solution will provide the following benefits:



- Enable the monitoring centre to grow without the necessity to increase the number of operators, thus increasing profitability.
  - Ease of use for operators; a single, as opposed to multiple, platform.
    - Seamless integration for new sites being monitored; no need to add additional PCs and learn new systems.
    - Improved incident management.
    - Professional reporting and monitoring.
    - Increased customer satisfaction.
    - System flexibility and efficiency gains.
    - Allow for system demonstrations and open-days for security installers; the monitoring centre will have a strong platform to compete favourably against commercial monitoring centres.
    - CCTV consultant efficiency gains by freeing up time spent resolving problems.
    - Improved system will present more opportunities for positive PR.
42. As stated above a proposed a single operating platform as used by commercial centres will provide efficiency gains and allow the AMC to provide a superior service to a greater number of clients.
43. It is possible for public space CCTV surveillance to be self-financing and even provide a return on investment, when it is combined with private CCTV monitoring.

### ***Proposals***

44. Several CCTV single monitoring platforms have been explored and it is proposed to invite a number of providers to tender. This will consist of two parts, the CCTV monitoring software and the physical hardware used to run this (servers and PCs).
45. The servers and PCs will be procured through ABC's IT department to reduce the overall cost and to ensure that on-going support can be provided.
46. In terms of the CCTV upgrades for Ashford and Tenterden, this will comprise:
- Replacement of 79 CCTV cameras, although all locations will be reviewed and will reflect the development of both urban areas.
  - Replacement of switches and recording equipment.
  - Replacement of multiplexers and video matrix, providing the ability to view the images on screens.

### ***Financial Implications***

47. Do nothing – expenditure is likely to increase gradually over the next few years due to maintenance, at some point investment will be required to maintain the service as cameras are nearing the end of their lives. It will also remove opportunities for further income from new business.

48. Outsource of Services –the outsourcing of lifeline and CCTV would generate a significant budgetary pressure for the Council (as based on quotes received in 2012 from Medway Monitoring Centre and current competitive lifeline charges). Capital camera and back office replacement would remain the responsibility of the Council.
49. A capital investment of £250,000 is proposed made up as follows:
- £50,000 is the cost of the single operating system that is required to further develop CCTV monitoring business.
  - £200,000 is the cost of completely replacing the cameras in Ashford and Tenterden, as well investing in new back office technology that will receive the images, process them and permit operators to view the images. Camera locations will each be individually assessed to reflect need and the developments in both Ashford and Tenterden public spaces.
50. It is estimated that current transmission costs of around £25,000 per annum could be saved as a consequence of the CCTV replacement proposal. This would mean a return of investment of around eight years, although this would be accelerated through increased commercial business and income. There is greater potential for income exceeding the current target by an estimated £30,000 per annum, reducing the return on investment to around 5 years on the entire project.
51. Repair costs are slightly harder to quantify but in the current year expenditure has equalled around £10,000. However, it is not unreasonable to expect the annual maintenance costs to double over the next five years in light of the age and type of equipment still in use. To give Members an idea an additional £10,000 above the maintenance budget was spent in 2015/16 to replace a number of failed cameras and the wireless transmission links are also in need of an upgrade as they are now obsolete.

**What will it cost?**

<b>One off revenue/Capital costs</b>	
New CCTV monitoring platform software	35,000
Hardware costs for CCTV monitoring platform	15,000
<b>Total Capital cost – CCTV monitoring platform</b>	<b>50,000</b>
PTZ cameras (Ashford and Tenterden)	120,000
Static cameras (Ashford)	7,000
DVRs and switches (Ashford)	16,000
DVRs, switches and wireless transmission (Tenterden)	12,000
Labour and contingency	45,000
<b>Total Capital cost – replacement CCTV systems</b>	<b>200,000</b>
<b>Total Cost</b>	<b>250,000</b>
<b>Revenue costs (annual costs associated with the project)</b>	

On-going costs of monitoring platform	10,000
<b>Total Annual Revenue cost</b>	<b>10,000</b>
<b>Future income generated (annually)</b>	
Increase in AMC revenue	30,000
Annual savings on current fibre costs	25,000
<b>Total Annual income</b>	<b>55,000</b>

52. The current camera maintenance budget is £10,000 per annum. It is proposed that this money is invested into a camera maintenance contract.

### ***Implementation***

53. Over the past few months, various CCTV operating systems have been reviewed to ensure that our individual needs, namely monitoring public space and private, alert-driven sites, can be met.
54. The CCTV upgrades of Ashford and Tenterden would be tender-based projects with the underlying system requirements clearly specified to ensure appropriate solutions were quoted for.
55. It is anticipated that project implementation will be managed in the service and the consultant without detriment to other priority work. Project management training will be required for the Operation Managers and Legal Services and IT support will need to be secured. Assistance on the procurement will be required from Procurement Officer.

### ***When will the project be delivered?***

56. The priority is for the implementation of a centralised platform for monitoring the current CCTV systems at £50,000, this will allow the monitoring centre to further develop its income streams.
57. This will allow more flexibility in terms of the proposed upgrades for Ashford and Tenterden as a variety of CCTV equipment could be explored, including the competitively priced but market-leading Hikvision systems favoured by many local authorities. It is proposed that this investment is made in one phase, but there are options to phase it over two years if this made financial sense (one operating platform, Tenterden cameras, switches, recording equipment and multiplexers in the first year and Ashford cameras in the second).

### ***What are the risks, issues and restraints?***

58. The equipment cannot be procured at the amount proposed or to meet the required standards. Work has been undertaken to over the last six months to check the plausibility of both the standards required and the likely costs.

59. The income levels proposed are unrealistic. In the past 12 months we have demonstrated there is an income opportunity, from commercial sites and from public organisations. Income projections for the amount we can bill for 2016/17 already stand at £63,000. There is a public space contract worth £290,000 up for tender in 2016.
60. CCTV is not seen as a priority. Recent public surveys have indicated that feeling safe and continuing to feel safe are key attributes and desires of the people of the borough. CCTV contributes to our continued drive to reduce anti-social behaviour and we now have the lowest ASB rates in the county. As other resources in the community reduce and equipment costs reduce, remote monitoring is becoming one of the few affordable options.

### ***Compliance and the Protection of Privacy***

61. The use of CCTV in public spaces limits the control that the public have over whether or not their images are captured and stored. It is therefore incumbent upon those operating such systems to ensure that they comply fully with all legislative requirements relative to the use of CCTV and that it enjoys the widest possible public support and confidence.
62. Public authorities and organisations wishing to operate CCTV functions within a public space are required to observe the obligations imposed by the Human Rights Act 1998, the Data Protection Act 1998 (DPA), and the Regulation of Investigatory Powers Act 2000 (RIPA). Consideration must be given to whether the use of CCTV within an area is necessary, proportionate and compliant with legislative requirements, in both its purpose and application.
63. The Data Protection Act assumes that the collection of data has been lawfully achieved. RIPA controls the use of covert surveillance, and while it is recognised that public space CCTV systems are not routinely used in this manner, it should be noted that the specific use the system is put to, not whether cameras are visible, is the key issue in determining whether their use is covert.
64. While CCTV systems are not directly regulated as such, the personal information contained in the images captured by them is regulated by the Data Protection Act (DPA). The Information Commissioner is the regulator for the DPA, and as such published the latest version of the Code of Practice on CCTV in 2014.

### **Handling**

65. The procurement for both the monitoring platform software and the supply and installation of the CCTV cameras will follow the procedure detailed in the Council's Standing Orders.
66. As the estimated cost of each project is over £15,000 an opportunity will be advertised on the South East Business Portal inviting quotations. In addition an advert will be placed on the Government website 'Contracts Finder' as the

value of each project is over £25,000. The Kent Invicta Chamber of Commerce will also be notified.

67. Best practice recommends a minimum of at least four weeks should be allowed for submission of bids.
68. The procurement documentation will explain how the bids will be evaluated and clearly define how the bidder's response to price and quality aspects will be assessed. Bid evaluation will be undertaken out by not less than two officers, and will be carried out in an objective, equitable and accountable manner in accordance with the award criteria set.
69. Following evaluation all bidders will be notified simultaneously and as soon as possible of the intention to award the contract to the successful tenderer, stating the award criteria, ranking of the bidder in the evaluation, the name of bidder who submitted the most favourable bid, the prices and quality assessment, and the relative benefits of the most favourable tender if appropriate. A standstill period of 10 days will apply before a contract is signed, giving bidders the opportunity to raise any queries about the process.
70. Information regarding the outcome of the award will be published in the Contracts Registered access via the council's website.

### **Community Impact Assessment**

71. It is not necessary to undertake a community impact assessment at this point in time. The services are open to all.

### **Other Options Considered**

72. The options are explored in the report.

### **Implications Assessment**

73. The implications are explored within the report.

### **Conclusion**

74. On the assumption members reaffirm a commitment to the importance of continuing with maintaining CCTV services the proposed CCTV Strategy will support a more cost efficient and technologically sound basis to support the council's robust approach to addressing anti-social behaviour, crime and disorder. It would contribute to a safer night time economy and help protect the well-planned and well-resourced infrastructure. It will help safeguard our communities and assist in the development of thriving and vibrant town centres. It will aim to reduce the council taxpayer subsidy through investing in updated technology. This will put the Council in a positive to attract even more third party contracts and develop its capabilities as a centre providing monitoring excellence in Kent.

## **Portfolio Holder's Comments**

75. To be advised at the Cabinet meeting.

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## **Appendices**

**Appendix A: Use of CCTV for crime prevention**

**Appendix B: Research material**

**Appendix C: National Automatic Number Plate Recognition (ANPR)  
Provision and Mobile Criminals**

**Appendix D: Closed Circuit Television (CCTV) Strategy**

## Appendix A: Use of CCTV for crime prevention

A National Association for the Care and Resettlement of Offenders (NACRO) report<sup>1</sup> summarised some of the assumptions behind the use of CCTV for crime prevention purposes:

- **Deterrence** - The potential offender becomes aware of the presence of CCTV, assesses the risks of offending in this location to outweigh the benefits and chooses either not to offend or to offend elsewhere.
- **Efficient deployment** - CCTV cameras allow those monitoring the scene to determine whether police assistance is required. This ensures that police resources are called upon only when necessary.
- **Self-discipline by potential victims** - They are reminded of the 'risk' of crime, therefore altering their behaviour accordingly by potential offenders. The threat of potential surveillance (whether the cameras are actually being monitored may be irrelevant) acts to produce a self-discipline in which individuals police their own behaviour. CCTV camera may produce self-discipline through fear of surveillance, whether real or imagined.
- **Presence of a capable guardian** - The 'Routine Activity Theory' suggests that for a crime to be committed there must be a motivated offender, a suitable target and the absence of a capable guardian. Any act that prevents the convergence of these elements will reduce the likelihood of a crime taking place. CCTV, as a capable guardian, may help to reduce crime.
- **Detection** - CCTV cameras capture images of offences taking place. In some cases this may lead to punishment and the removal of the offenders' ability to offend (either due to incarceration, or increased monitoring and supervision).

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<sup>1</sup> NACRO – Community safety briefing – To CCTV or not to CCTV – a review of current research into the effectiveness of CCTV systems in reducing crime, R. Armitage, 2002.



## **Appendix B: Research material**

Campbell Systematic reviews, *Effects of Closed Circuit Television Surveillance on Crime*, December 2008

Brandon C. Welsh David P. Farrington, *Closed-Circuit Television Surveillance and Crime Prevention A Systematic Review*, Report prepared for The Swedish National Council for Crime Prevention, 2007

Martin Gill et al, *The impact of CCTV fourteen case studies*, Online report, 2005

Martin Gill and Angela Spriggs, *Assessing the impact of CCTV*, February 2005

Brandon C. Welsh and David P. Farrington, *Crime prevention effects of closed circuit television: a systematic review*, August 2002

Chatterton, MR and Frenz, SJ (1994) 'Closed Circuit Television: It's Role in Reducing Burglaries and the Fear of Crime in Sheltered Accommodation for the Elderly', *Security Journal* 5 (3): 133-139

Brown, B (1995) *CCTV in Town Centres: Three Case Studies* (Police Research Group Crime Detection and Prevention Series Paper 68), HMSO

Mahalingham, V (1996) 'Sutton Town Centre Public Perception Survey' in Bulos and Grant (1996)

## **Appendix C: National Automatic Number Plate Recognition (ANPR) Provision and Mobile Criminals**

As enquiries into serious crime increasingly feature vehicles crossing police force, local authority and national boundaries, ANPR is a tool that can assist police to detect, deter and disrupt such criminality. Through the application of linked response strategies the police can reduce the harm to communities. ANPR can provide the police with live information on criminals' movements, and allow them to respond accordingly, or allow them to investigate criminals' prior movements. Kent Police installs and monitors the ANPR cameras in use across the county.

## **Appendix D: Closed Circuit Television (CCTV) Strategy**

### **Strategic Level**

- A review of public space CCTV camera locations should be undertaken, in collaboration with appropriate partners, assessing current infrastructure against demands and outputs.
- All current legislative requirements and the code of practice on standards should be reviewed and actively promoted amongst system owners and users.
- The monitoring centre should establish a standard set of performance information, which they should hold and regularly update to allow for service monitoring and performance reporting. Performance data should be accessible to partners and the wider community. This performance information will enable monitoring against local outcomes such as crime reduction, safer trading areas and other outcomes.
- Engagement with accrediting bodies, such as the National Security Inspectorate (NSI). Certification and accreditation should be an on-going process that encourages continuous improvement with a focus on customer satisfaction whilst supporting our organisation's goals. By achieving certification and accreditation standards, we enhance our confidence in the knowledge that our systems are working efficiently and meet international standards of excellence.

### **Managerial Level**

- As part of their statutory responsibilities service the monitoring centre should engage with other regulatory bodies to address any Data Protection Act (DPA) compliance issues.

### **Operational Level**

- Local police operational liaison and briefing for CCTV operators should be reviewed and where appropriate improved and standardised for consistency purposes.
- Investment should be made in replacement cameras following a strategic review of camera locations, taking into account use of cameras and the growth of the borough.
- Investment should be made in the back office operating system to gain maximum benefit from new technologies and to reduce the costs of transferring image data.
- Investment should be made in a single operating platform to facilitate the continued development of income generation.