



To: Executive Councillor for Community Development and Health  
Report by: Head of Specialist Services  
Relevant scrutiny committee: Community Services Scrutiny Committee 13/10/2011  
Wards affected: All Wards

## **Review of CCTV Services**

### **Key Decision**

#### **1. Executive summary**

- 1.1 A review of the City's CCTV services has been commissioned to examine viable options for delivering the CCTV service with savings, looking at the broader objectives around community safety within the city.
- 1.2 An interim report has found that the CCTV service benefits Cambridge by helping to reduce crime, and that the service has up to date equipment, is very professionally run and properly administered. While incidents seen and activity within the CCTV control room varies during the day, between days and over the year, staffing levels and live monitoring hours currently provide blanket coverage.
- 1.3 The report recognises that changing the design of the service without reducing its overall effectiveness may improve the efficiency and reduce the costs of CCTV, through the use of evidence-based risk management. The report also identifies that there is also potential to reduce management and capital costs.
- 1.4 The current Pay Review being undertaken by the Council will have implications for the level of savings delivered by this review.

#### **2. Recommendations**

The Executive Councillor is recommended:

- 2.1 To note the CCTV Review interim report.

- 2.2 To support the recommendation to adopt the principle of risk management in redesigning the CCTV operations to achieve significant savings in the cost of running the Service.
- 2.3 To delegate authority to the Director of Environment, in consultation with the Executive Councillor for Community Development and Health, Chair and Spokesperson to complete the redesign of the Service in line with evidence-based risk approach, in accordance with the Council's Organisational Change policy and the Council's savings targets.

### 3. **Background**

3.1 The CCTV service has been operating in Cambridge for 11 years. The stated objectives of the existing service are centred on creating confidence within the public perception of a safe environment by:

- Protecting areas and premises used by the public.
- Deterring and detecting crime.
- Assisting in the identification of offenders leading to their arrest and successful prosecution.
- Reducing anti-social behaviour and aggressive begging.
- Reducing the fear of crime.
- Encouraging better use of city facilities and attractions.
- Maintaining and enhancing the commercial viability of the city and encouraging continued investment.
- Encouraging the public to act responsibly in their own and the wider community to assist in the fight against crime and anti-social behaviour.
- Cooperating with stakeholders and other CCTV providers on a local, regional and national level to share best practice.

3.2 A previous internal review of CCTV was undertaken in 2008 leading to some reduction in staffing levels and other potential efficiency savings. In addition, it was intended to increase income by diversifying the work undertaken and changing the way the CCTV control room operated.

Whilst some of the proposals were adopted some minor ones were not. Savings of approximately £88k were made.

3.3 The City Council will need to make further savings for the period 2012/13 to 2014/15. The operating costs of the CCTV service are currently £850,000 per annum.

3.4 Investment in replacement CCTV cameras, which is the subject of an accompanying report to the Council, is required to integrate with the new wireless CCTV communications infrastructure, irrespective of the recommendations of this report.

3.5 A review of CCTV has been commissioned using the services of a consultant who has extensive experience in community safety matters (see Appendix 3). The consultant was requested to develop some alternative models for the service, and consider the objectives of the service and the performance management information for the success of the service, in order to address the following points:

- To realign the extent of surveillance to the point of greatest proven value, considering place, time and intensity.
- To deliver further efficiencies in operation.
- To achieve income from parties outside the Council so long as the income is committed and sustainable.

3.6 In the context of the broader objectives of delivering enhanced community safety within the City of Cambridge the purpose of the Review has been to:

- Establish and review operational costs, practices and outcomes by Cambridge City CCTV service and where possible, benchmark these with other similar authorities;
- Explore opportunities to adopt an enhanced risk based approach (based on incidence, place, time, intensity and seriousness) to the operation of the CCTV service including, where possible, joint analysis of CCTV use and value with Cambridgeshire Constabulary;
- Consider the implications for all the services in the City Council that have a links between CCTV coverage and management and community safety;

- In the context of the need to make significant costs savings, identify options for the future which balance the strengths, professionalism of the existing staff and the positive outcomes from CCTV, with enhanced 'value for money' and performance management in the provision of CCTV coverage;
- Explore opportunities for committed and sustainable income generation from outside the Council.

3.7 The interim report of the consultant is attached in Appendix 1 and this sets out the consultant's findings. In summary, the consultant reached the following conclusions:

- In the absence of any risk management the CCTV operation costs more than it would with it.
- Evidence based risk management would not compromise significantly the effectiveness of the CCTV operation.
- It is not possible to retain an effective scheme or even a scheme worth having at all if the budget is reduced significantly e.g. by over about 20%.
- Given an analysis of the work of the room and the profile of incidents, changing staffing arrangements to reflect incident occurrence during the day and night would still mean it was being effective but also more efficient.
- Were hours of live monitoring to reduce, it would be necessary to put in place arrangements to increase live monitoring in exceptional circumstances and at short notice.
- It might also be possible to reduce management and capital costs.
- Savings of between £100k and £150k could be achieved if these changes were adopted.

3.8 It is recommended that these findings form the basis of a redesigned CCTV service to be delivered using evidence-based risk management. It is considered that other efficiencies identified in the consultant's report, for instance, around reducing Renewals and Repairs should be investigated further and delivered if practicable. It is recommended that officers in consultation with the Executive Councillor, Chair and Spokes deal with these more detailed operational arrangements. In particular, it is felt that detailed operational arrangements, for instance, precise timing of live monitoring, should be dealt with in this way given that the operational effectiveness of the service may be undermined if the exact hours were publicised.

## 4. Implications

### (a) Financial Implications

Implementing the recommendations in this report will reduce the contribution from the General Fund for running the CCTV service. A saving of between £100k and £150k per annum is considered achievable for the Service although the precise level of saving to the City Council will depend upon the outcome of the corporate Pay Review process.

### (b) Staffing Implications

If the recommendations set out in the interim report are adopted then there will be implications for staffing structures that will be subject to the Organisational Change policy and detailed consultation with the Unions and the staff affected. The council is currently negotiating with the Trade Unions on a review of staff pay terms and conditions. The terms and conditions of all staff will be considered as part of that wider review.

### (c) Equal Opportunities Implications

An Equality Impact Assessment has been conducted on this strategy.

### (d) Environmental Implications

The proposal has no climate change impact.

### (e) Consultation

The consultant has consulted with a range of key stakeholders. Within the Council, he has interviewed the Executive lead, members of the Directorate, service representatives in relation to Community Safety, Operation of CCTV services, Finance and Growth. Officers responsible for CCTV within Cambridgeshire Police have been consulted. Views have been sought from commercial and retail interests in Cambridge and Cambridgeshire, including those interests specifically concerned with anti-crime initiatives, and feedback has been received from Cambridge University.

These responses have been incorporated into the appended interim report.

### (f) Community Safety

This policy is intended to have a neutral impact on Community Safety, through the proper application of evidence-based risk management.

## **5. Background papers**

None

## **6. Appendices**

Appendix 1 – Executive Summary of Initial Conclusions Summary

Appendix 2 – CCTV incidents chart

Appendix 3 - Consultant CV

## **7. Inspection of papers**

If you have a query on the report please contact:

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**A Review of the Closed Circuit Television  
Operated by Cambridge City Council**

**'Initial Conclusions'**

**2 and 13 September 2011**

**Richard Childs QPM BSc FSyl  
The Community Safety Consultancy Limited**

## **Executive summary of 'Initial Conclusions'**

- Enough information is available to make judgement about the CCTV operation
- As a principle, the overall community approach to reducing crime in Cambridge benefits from the CCTV operation.
- Comprehensive 'outcome' based performance data proving the contribution CCTV makes to the community safety effort does not exist.
- The CCTV operation is very professionally run and properly administered.
- The cameras are modern, work well and are well targeted.
- Incidents seen and activity within the control room varies during the day, between days and over the year.
- The control room staffing levels and live monitoring hours currently provide blanket coverage. They do not reflect a risk based approach which would change the way the scheme is operated, make it more efficient but still ensure its effectiveness.
- In looking at making the CCTV operation more efficient but ensuring it remains effective, it is necessary to introduce risk management processes into setting staffing levels and live monitoring hours.
- Apart from those working on the scheme and within the City Council, public knowledge of it and what it achieves is limited.
- Despite a lack of knowledge, the scheme has widespread support based more on perception than reality or fact.
- The contribution made to community safety by the CCTV operation in the night time environment is particularly apparent.
- The contribution made by the CCTV operation toward reducing retail crime or assisting in gathering evidence during the early part of the day is more limited.
- The 'out of hours' duties and car park monitoring currently undertaken by the control room makes it more difficult to alter the staffing levels and hours of live monitoring in the control room.
- Staff and management costs for operating the scheme are high and need reducing.
- An opportunity exists to explore the use of Special Constables to work in the control room at peak hours.
- The historic capital costs allocated to renewals and repairs for the scheme may, in the current economic climate may be over generous.



- If any changes are made, the current comprehensive recording of images and their quality must be maintained.
- So far no realistic opportunities for increasing income have been identified.

### **Initial conclusion**

- In the absence of any risk management the CCTV operation costs more than it would with it.
- Evidence based risk management would not compromise significantly the effectiveness of the CCTV operation.
- It is not possible to retain an effective scheme or even a scheme worth having at all if the budget is reduced significantly e.g. by over about 20%.
- Given an analysis of incidents and the demand on CCTV operators, changing staffing arrangements to reflect incident occurrence during the day and night would still mean it was being effective but also more efficient.
- It might also be possible to reduce management and capital costs.
- Savings of between £100k and £150k could be achieved if these changes were adopted.

## **1. Introduction**

1.1 This review is an independent strategic review of Cambridge City CCTV operation.

1.2 It has been conducted by undertaking interviews with staff, management, stakeholders, desk and documentary research and observation in the CCTV control room.

1.3 At a time of financial pressure for the Council and the scale of its historic and on-going investment in CCTV, it is appropriate to ensure that the CCTV operation is providing an effective return on investment.

1.4 Whilst this has been an interest of the review, ensuring that the CCTV operation remains effective and makes a positive contribution to the community safety of Cambridge has been of paramount importance.

1.5 This is an interim report and each of the issues raised will be subject to more detailed and evidence based comment in the final report.

**1.6 The summary below awaits final information and research. It is a record of preliminary conclusions and provided to help Cambridge City Council develop its initial thinking on CCTV.**

## **2. Sufficiency of evidence for the review**

2.1 Sufficient evidence is being obtained to properly review the CCTV operation (but see below for the quality of the data available).

## **3. Previous reviews**

3.1 A previous internal review of CCTV was undertaken in 2008 leading to some reduction in staffing levels and other potential efficiency savings. In addition, it was intended to increase income by diversifying the work undertaken and changing the way the CCTV control room operated. Whilst some of the proposals were adopted some minor ones were not. Savings of approximately £88k were made.

## **4. Crime in Cambridge**

4.1 Levels of crime and anti-social behaviour in the City are not generally high. The evidence suggests that the night time environment provides particular challenges, as do bicycle thefts.

4.2 In addition to the routine police response, a variety of other community wide initiatives have been taken to help reduce it. These include the creation of local business orientated anti-crime partnerships and some focussed business lobby groups.

4.3 To a greater or lesser extent, the CCTV operation is a player in all of them

4.4 The police, the partnerships and lobby groups perceive the role of CCTV as significant but not critical.

4.5 In addition, there are exceptional and unpredictable events, such as serious assaults, sieges, firearm incidents, demonstrations and civil disorder where (as was shown in the recent urban disorder, which affected Cambridge) when CCTV has been shown to help (in real time).

4.6 Whilst such events are rare, the role CCTV plays cannot be overlooked.

4.7 As this review has been undertaken, due consideration has been given to the role CCTV plays in any of these circumstances and how it can be satisfactorily maintained in the event of changes being made to the way the scheme operates.

## **5. Performance data**

5.1 The quality of performance data recorded in the control room is inadequate to enable a comprehensive assessment to be made of the contribution made by CCTV to community safety.

5.2 Beyond a small number of provable incidents, anecdotal evidence and a people 'feeling good' about having the scheme, hard evidence of the outcomes directly attributed to the scheme is not available.

5.3 Performance data is actually 'input' data and there are virtually no outcome measures based upon the stated key objectives for CCTV.

5.4 This is a national problem and there is no national solution. Cambridge is no different to anywhere else and the staff do their best with what they have.

5.5 Despite it being difficult and there not being a basis of good practices for doing this, it is essential that more meaningful outcome data is collected. If it is not there is a risk that an emotional judgement will be made about the value of CCTV rather than a hard edged value for money/cost benefit analysis made.

5.6 This review has sought to make a harder edged judgement based on what is available.

## **6. Overview of CCTV**

6.1 Cambridge City Council CCTV operation is a tightly managed operation which respects absolutely its legislative and regulatory framework.

6.2 The CCTV manager is highly professional and committed to his work. The CCTV operators are well trained, enthusiastic and dedicated. Those working on the scheme have won awards for their work in the past and staff turnover is very low

6.3 The cameras and the IT systems underpinning it are of high quality and modern and reflect the investment made by the city over several years. This will remain so given the on-going capital investment in cameras and the communication infrastructure.

6.4 None of the cameras are in unsuitable locations or never used. The number of cameras being monitored live is generally appropriate to the number of staff on duty - - although this is something of a subjective rather than objective statement.

6.5 There are some minor issues about the technical elements of some of the cameras and the way they are used which might help to make their use more effective.

6.6 Redeployable cameras are intended to respond to changing demand and reflect changing priorities. There is some room for improving the way their locations are selected which might improve their impact.

6.7 Technically their performance is generally satisfactory although less good than the hard wired cameras.

## **7. Profile of activity**

7.1 Without having yet received some further data to help complete the picture, it is evident that demand varies throughout the day, the days of the week and months of the year. The hours between 3am and 11am are significantly quieter every day than any other time. It would also appear that Monday, Wednesday and even Thursday are quieter than the rest of the week. In addition, October, November and December appear to be quieter than the rest of the year.

7.2 In simple terms (and this is born out after looking at 4 years worth of incident figures) the typical day can be roughly divided into three cycles of activity.

7.3 From approximately lunchtime there is a background of minor non criminal activity eg missing people, street trading with some minor crime eg theft. From early evening the profile changes to one of violence and drunkenness which peaks late evening and into the early morning (the night lime environment). From about 3am the number of incidents declines rapidly and remains low until picking up at lunchtime.

7.4 Thus, the volume and nature of work undertaken by the CCTV operators changes. In the day the volume is sometimes significantly less than at night and in the early morning less again.

7.5 Currently there is no change in the staffing levels in the control room irrespective of the different profiles of demand that exists.

7.6 Whilst this may be a simplistic assessment, it is an accurate one. Attached is a chart which show a diagrammatic representation of incidents over a year., which is typical of a number of years.

## **8. Risk management within the control room**

8.1 When not directed by a third party (e.g. the police or retailers) to monitor a specific camera/incident, intelligence led and experience based 'patrolling', is used by operators to prioritise their viewing. This is similar to that used by the police to inform patrols. On an hour to hour basis, and given their training and experience, much is rightly left up to individual operator's discretion or preference.

8.2 Currently there is no risk based approach to staffing levels and live monitoring hours. In looking more strategically at the value that live monitoring adds and given its costs adopting such an approach is worth exploring.

8.3 Rather than adopting the current blanket approach toward operating the system, it could be modified to better reflect demand.

8.4 There are challenges to adopting this approach. The principle being that if a serious incident happens when there are insufficient staff or not live monitoring, criticism maybe made of the Council for making changes..

8.5 With proper analysis of when incidents have historically been likely to happen and it not being widely known when there is live monitoring, the risk can be satisfactorily managed. More detailed work is needed to suggest a precise breakdown of live monitoring hours and more appropriate staffing levels, however, this report provides a foundation.

8.6 Given that the cameras are recording at all times, evidence would still be available from that source and can be checked for in slow time irrespective of whether the incident was live monitored.

8.7 It has to be acknowledged that even with live monitoring, the camera may not be focussed on an incident until after it has occurred and given that coverage across the city is not comprehensive, there may be no camera to see an incident.

8.8 The issue is one of balance between the costs of 24 hour live monitoring and consistent staff level with a reduction in costs through risk management.

8.9 Given a careful analysis of what contribution the scheme actually makes to the community safety of Cambridge and from that adopting a risk based approach to how the scheme is operated some changes to the way staff are deployed could have a limited effect of its effectiveness but a significant effect on its efficiency.

8.10 Without exception, none of the business people consulted wanted to pay more for the operation or to the Council.

## **9. Perceptions and impact of the scheme**

9.1 The scheme is known about but not in detail. It is generally well regarded. Most of those spoken with felt it made an important contribution to community safety in Cambridge and to making people feel safer. None would wish to be without a scheme and would strongly oppose any attempt to stop it operating.

9.2 Retailers felt it assisted with the prevention and detection of shoplifters and everybody considered it particularly important in contributing to the night time community safety environment.

9.3 The current levels of knowledge of the scheme and its performance made it difficult, but not impossible, to enter into an informed debate with the consultees about the scheme. To help overcome this, neutral details of the scheme and what it achieved, as far as could be evidenced, were given to consultees.

9.4 When this was done, it was clear that the views held were based on feeling it 'must be' and knowing Cambridge (particularly at night), to be a vibrant city which 'obviously' needed CCTV and reports in the media suggesting CCTV images had been critical, rather than having sound empirical evidence that it actually made an impact.

9.5 This is unsurprising given the absence of public knowledge of the scheme and more useful outcome based performance data.

9.6 This level of knowledge and understanding of the reality of what impact the scheme makes needs to be improved - if its 'real' rather than perceived contribution it makes to community safety is to be accurately established.

9.7 There was some surprise at the cost of the scheme and that it was operated on the basis of a full time, fully staffed scheme whatever the time of day or night, rather than in a way which reflected a 'risk based' approach which responded to demand and activity.

9.8 The police found the scheme helpful, however, did not feel it was critical. They accepted that it made a contribution to the general feeling of well being. When pressed about its role in serious crime, they acknowledged that it made a contribution but that it was not generally critical. It tended to reduce impact on the time an investigation took and if CCTV images were available led to more admissions on the part of the accused.

9.9 It was clear that it was the possession of the images rather than necessarily the live monitoring of the cameras which was of benefit in most cases.

9.10 Observation within the control room suggested that the police relied on the work of the operators rather more than might be appreciated. This included them helping identify developing problems and occasionally helping suggest where officers should be deployed.

9.11 The caveat to this, however, is that whilst the operation may help the police respond and identify offenders, without cameras the police would still become aware of issues through the 999 system.

9.12 Of more importance in judging the value of the scheme is the way in which the police deal with those caught.

9.13 Instances were observed where the police detained somebody following them being notified by the CCTV control room for a minor crime or anti-social behaviour but, for understandable operational reasons, either took no further action or simply gave words of advice.

9.14 In cases of shoplifting, the reality is that it is the store detective or the in-store camera that provides evidence of an offence rather than in most cases the public space CCTV. The exception is where a thief runs away and the CCTV is used to follow and detain them. This is not frequent. In addition, shoplifters often reoffend and will be caught later and suspects and their addresses are often known to the police already.

9.15 The disposal by police of most shoplifters is by way of a fixed penalty notice or a caution. Only a limited number will be taken to court. This is little changed by thieves who simply run away, although it will if violence is used. This is rare for shoplifting.

9.16 Thus if examined, the use of CCTV during the day to prevent or detect retail theft appears more limited.

9.17 Given the numbers of competent and capable people on the street during the day (i.e. not suffering from the effects of alcohol or drugs), it will often be the case that if anti-social behaviour is taking place or a crime being committed the police will be called, The need, therefore for the live monitoring of cameras during the day to recognise this is less clear and the use of public vigilance as a tool should be recognised.

9.18 Overall and from the limited evidence available, it seems that the scheme does make a practical, if not measurable contribution to the management of the night time environment. Its relevance to real day time criminality, including shoplifting is less clear.

## **10. 'Out of hours' service**

10.1 The relatively recent introduction of the 'out of hours' service to the CCTV control room impacts on the ability to make significant changes to the live monitoring hours or staffing levels of the CCTV operation as it depends on the control room being manned.

10.2 The cut off between the day time service centre and the 'out of hours' service is somewhat vague. It is said by CCTV operators that they are the only holder of 'out of hours' contractor details and so will start to receive calls from 4pm onwards, rather than the intended 5.30pm.

10.3 In addition, there have been incidents when they have been handed a call to deal with which was taken by the support centre at 2pm.

10.4 There is a significant volume of calls out of hours and staff do spend a considerable amount of time handling these calls and filling incident paperwork because of them.

10.5 Currently, staff also have to prioritise their focus and on occasions the 'out of hours' service will be put on to answer phone if the operators are busy with one or more serious live incidents.

10.6 Whilst not specifically part of this review, it has been noted that the CCTV operators have been given limited training in how to handle 'out of hours calls'. Given that some calls are complex and people using the service not unusually drunk or abusive this is surprising.

10.7 In a sense, the City Council needs to decide if the currently called 'CCTV Control Room' is to be managed as an 'Out of hours City Council Control Room' with, by definition, the need to be staffed during the less quieter times when the CCTV cameras may not need live monitoring to receive 'out of hours' calls.

10.8 Given that some staff will have to be in the room, it may be an efficiency to have them monitor the CCTV in between calls for something to do, even though operationally it does not need such monitoring.

10.9 This need to identify how the Council wishes to manage 'out of hours' calls needs to be resolved before consideration is given to whether the length of live monitoring and staffing levels in the control room can be changed. If it is to remain within the room, then that could positively influence the hours the CCTV could be monitored.

10.10 It has not been part of this review to consider how the 'out of hours' should be managed if not from within the CCTV control room, but this is a service that can easily be outsourced to the private sector or another public sector provider.

## **11. Car Park Monitoring**

11.1 Currently the CCTV operators monitor Council run car parks 24 hours a day. The car parks pay for this service.

11.2 If any changes were made to the live monitoring hours of the car parks, alternative arrangements would need to be made for this (if it were to continue).

11.3 It has not been part of this review to consider if the car parks should be monitored or if not in the CCTV room this could be done most effectively.

11.4 That said, given that the car parks are staffed 24 hours a day, it is unclear why those staff could not undertake that duty were the hours of live monitoring in the CCTV control room to change.

11.5 If, of course the hours when live monitoring were curtailed were the hours when car parks were quiet, changing who monitors the car parks might have little effect.



## **12. Ancillary activity**

12.1 Currently the CCTV control rooms undertakes other minor ancillary work eg managing out of hours access to the Mill Road Depot, alarm monitoring and personal attack monitoring. Whilst alternative arrangements would have to be made to handle these issues, none appear to be such that a practical and affordable way of doing it could not be found.

## **13. Staff costs**

13.1 Through circumstance, the total remuneration package of operators monitoring the cameras is relatively high compared with others undertaking similar or even more complex and responsible work.

13.2 Staff costs make up nearly 50% of the costs of the scheme and so any excess payments significantly impact on the overall cost of the scheme.

13.3 The City Council is currently undertaking a review of pay and this is considering consolidated pay issues that include shift allowance. It is expected that this review will have implications for the remuneration package of staff undertaking CCTV.

13.4 It will be necessary for the line management for the CCTV service to be reviewed after any rationalisation of operational hours or staffing levels to establish if there are any further efficiency savings that could be made.

## **14. Use of Special Constables in the control room**

14.1 In addition to or as an alternative to restricting the live monitoring of the control room or realigning operators salaries, the suggestion made by the Cambridge City police was that members of the special constabulary, with suitable experience and specific training, could be deployed to the control room to undertake monitoring.

14.2 This is an interesting idea. Special Constables receive similar training to police officers and have undertaken all the necessary vetting.

14.3 The use of Special Constables would overcome the criticisms that have been made of the poor performance of some 'volunteers' in other nearby CCTV control rooms.

14.4 The police offered to help arrange this if it was considered a sensible way forward.

14.5 Given the concerns that were expressed about the use of more general 'volunteers' and the undoubted skills of experienced Special Constables, this seems an idea which is well worth pursuing by Cambridge Council in collaboration with the police.

14.6 It is an interesting fact that two of the current operators are Special Constables in their own time.

## **15. Capital**

15.1 The historic capital spend on the scheme has ensured that the scheme remains modern and efficient but this happens routinely rather than by a proper needs based review in the context of what can be afforded today. An improved balance between the ideal and the essential may be appropriate when considering future capital provision.

## **16. Making the CCTV operation more efficient but retaining its effectiveness**

16.1 In the absence of any risk management of staffing levels or live monitoring hours, the control room is currently able to deal with virtually any eventuality. It does so at a high cost which may not be providing good value for money given some of its outcomes.

16.2 On the other hand, it is not possible to retain an effective scheme or even a scheme worth having at all if the budget is cut to such an extent that either staffing levels or live monitoring hours are insufficient to respond to incidents and demand when it can make a contribution. This is particularly so with regard to the night time environment where the room is perceived as making an impact. To illustrate this, further details of the risks to the effectiveness of the operation were it to be subject to further reductions are being worked up.

**16.3 Given an analysis of the work of the room and the profile of incidents, changing staffing arrangements to reflect incident occurrence during the day and night would still mean it was being effective but also more efficient.**

16.4 In the light of that it might also be possible to reduce management costs. If a more conservative approach were to be taken to system updating, capital provision could also be reduced.

16.5 Were staffing levels or the hours of live monitoring to reduce, it would be necessary to put in place arrangements which meant that they could be increased or live monitoring commenced at any time in exceptional circumstances and at short notice.

16.6 If any changes are made it will have to be recognised that there will be political consequences if subsequently an incident occurs when CCTV was of no assistance because staff were overloaded or live monitoring not taking place.

## **Conclusions**

**The CCTV operation makes a contribution to the community safety of Cambridge.**

**Whilst not significantly reducing its effectiveness, the evidence of what contribution it makes suggests that by introducing risk management into staffing levels and the hours of live monitoring, it would be more efficient.**

**The current annual capital spend is generous and the scheme would lose little of its effectiveness if the life of cameras was to be extended.**

**A saving of between £100k and £150k could be achieved if this approach was adopted.**

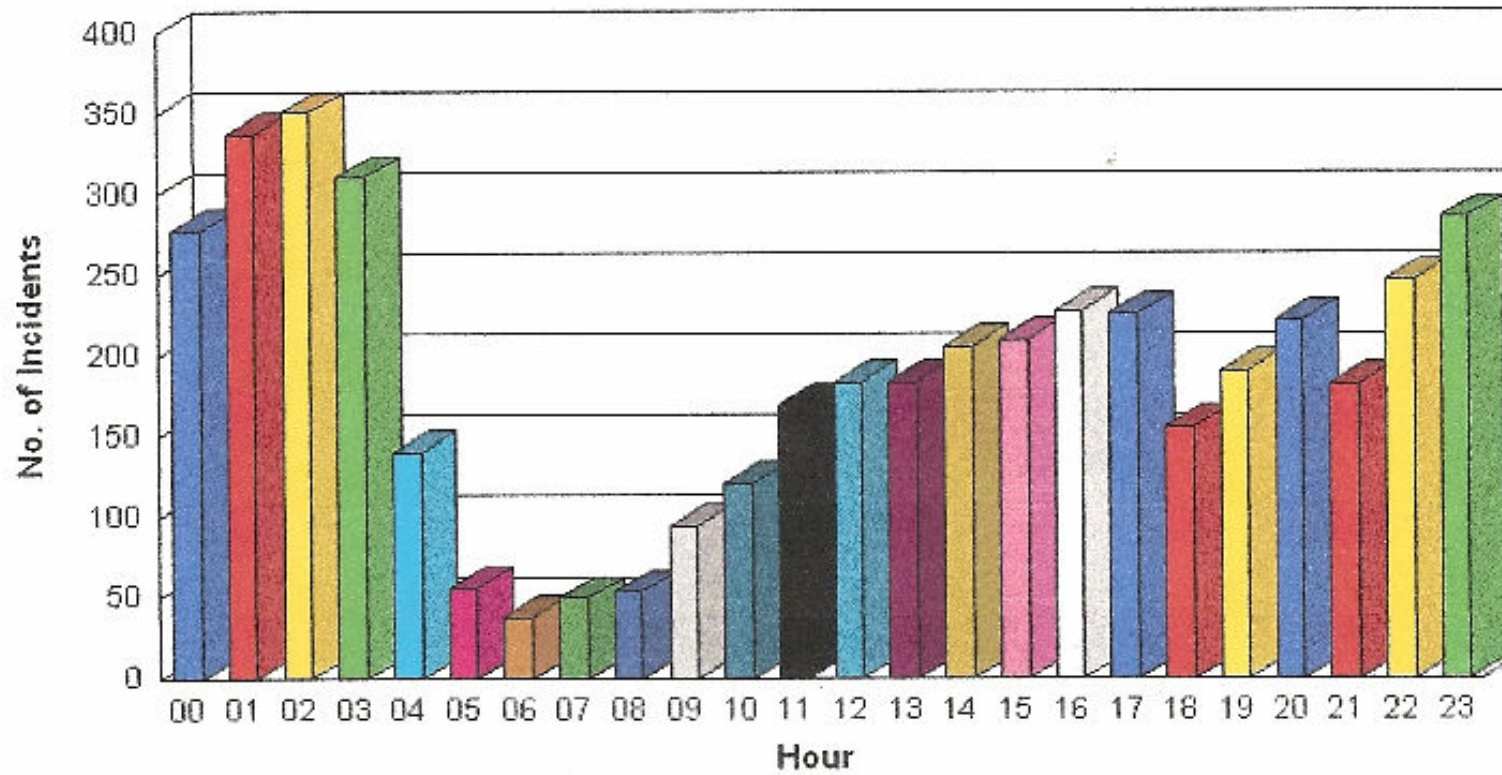
## APPENDIX 2 – BAR CHART



### Frequency Distribution By Zone & Month of Year

01/04/2010 00:00:00 to 01/04/2011 00:00:00

### Number of Incidents by Hour of Day



## **APPENDIX 3 – Consultant CV**

### **The Community Safety Consultancy Limited**

Through his company, The Community Safety Consultancy Ltd., Richard Childs provides strategic advice on community safety and crime reduction, the 'extended police family', the police service and the private security industry and their constitution and issues of corporate governance and structure to private and public sector clients.

Until he retired in September 2003, Richard Childs had spent 30 years as a police officer including working in the Metropolitan Police, Sussex Police, the Home Office and the last 6 years as chief constable of Lincolnshire Police. He was the national lead for the police service on police 'visibility' and 'reassurance', neighbourhood wardens, community support officers and their accreditation, the private security industry and was an advisor on these issues to the Home Office and the Security Industry Authority. He worked for 3 years at the Home Office as Head of the Crime Prevention Agency and was responsible for the then government's policy of CCTV. He was a member of the Security Industry Authority Board. He has been a non-executive Director and chair of audit of Government Office for East Anglia (GoEast), and is currently a Commissioner for Rural Communities (to be abolished), a member of the Prison Service Pay Review Body, Chairman of NHS Lincolnshire and a member of the General Dental Council fitness to practice panel. He remains the Association of Chief Police Officers lead for Security Systems and responsible for the 'Secured by Design' licensing initiative.

Richard Childs has a BSc and is a Fellow of the Security Institute.