



### North East Lincolnshire Council A Review of the use of CCTV to ensure a Safer Lincolnshire

#### Introduction

CCTV has grown immensely across the UK over the last decade, to help reduce crime and disorder in our towns and cities. Hundreds of millions of pounds have been expended over those years by successive governments and early capital investments have subsequently had to be sustained almost entirely by local authorities. This is a heavy financial commitment to those authorities, so it is imperative that there is a strategic overview.

For CCTV to be successful clear objectives need be set to achieve the strategic aim, actions need to be monitored and evaluated, and the results need to be reported back to communities to ensure that there is on-going support for such a high level of investment.

CCTV has received mixed press over the years. It has been seen as a panacea to solve all crimes by some, but vilified as a pointless waste of time and money by others. The reality is somewhere in between, used well it can be a powerful tool playing an integral part in policing our towns and cities. However, where a strategic focus is lacking and there is a failure to link CCTV to the Community Safety Partnerships [formally Crime and Disorder Reduction Partnership] objectives, it can become a very expensive piece of electronics which requires substantial human resource input and major financial commitment to keep up with technology.

There are many benefits that can be achieved by effective use of CCTV beyond reducing and detecting crime. Key community concerns such as anti-social behaviour, graffiti and fly-tipping are but a few. Organisational efficiency savings can be gained by utilising CCTV evidence to deliver a quicker and cleaner criminal justice process and by being able to effectively deploy resources in quick-time when incidents are in progress. Additionally, CCTV information can be utilised in the general management of towns and cities, addressing issues such as street cleaning and traffic management.



#### Background to the Review

In May 2008 the then Police and Partnerships Standards Unit (PPSU), which was part of the then Police and Crime Standards Directorate of the Home Office (PCSD), conducted a Partnership Support Programme with North East Lincolnshire Safer Communities Partnership. One of the key recommendations of that work was that a full review of the CCTV system should be undertaken with the purpose of improving its role in delivering community safety.

Process Evolution was commissioned by PCSD to undertake the review of CCTV on behalf of the Community Safety Partnership. The key objectives were to determine how CCTV should assist in achieving the objectives of the Partnership; assess the current capability of the existing CCTV





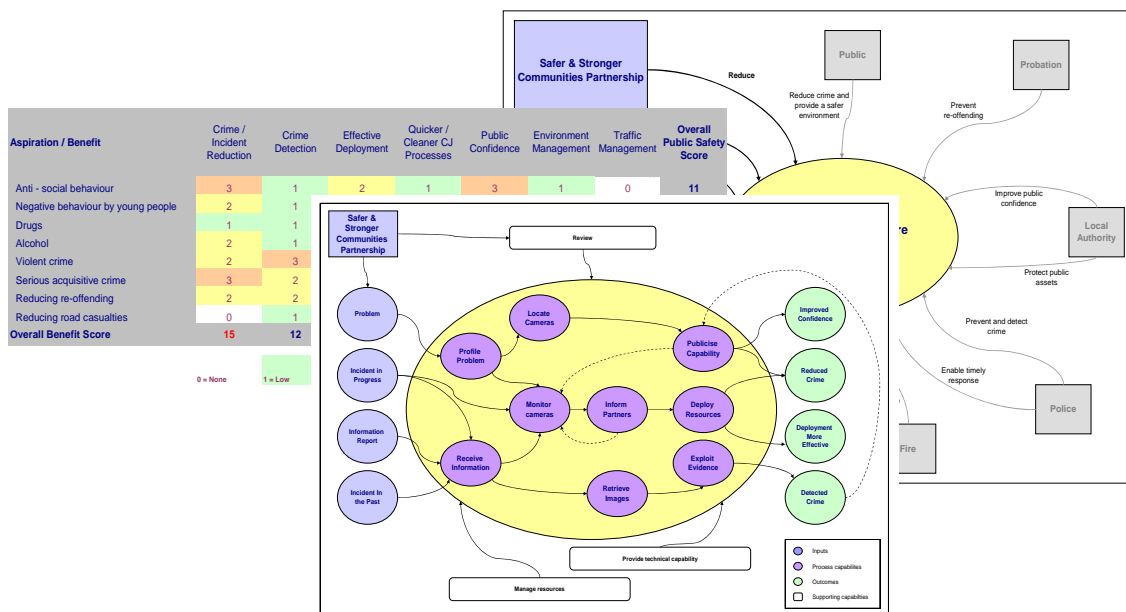
## PROCESS EVOLUTION CASE STUDY

systems operated by the Partnership and the impact they were having on the key objectives; identify and close gaps in order to achieve those partnership objectives.

North East Lincolnshire Council has responsibility for providing and maintaining one of three CCTV operations in their area. It was established in 1996 and the initial set-up costs were in the region of £1.1m. This scheme has evolved over the years and currently consists of 177 cameras, providing a mixture of public sector security cameras, remote sites such as schools and depots and urban traffic control. It is fair to say that the review found the scheme to be 'tired', predominantly an analogue system which had had 'bolt-ons' to extend coverage. The control room was staffed 24/7, 365 days per year by 6 full time and 3 part-time staff.

Shoreline Housing Partnership is the Arms Length Management Organisation (ALMO) responsible for maintaining the Council's housing stock. Their CCTV system comprises 150 cameras monitored within a recently up-graded control room facility. Issues of anti-social behaviour are one of their critical areas of work, and at the time of the review, using their own analysis and tasking information through an informal data sharing protocol was fundamental to their success. It was evident during the review that this valuable resource could be utilised much more to reinforce other partnership strategies.

Freshney Place Shopping Centre is the main shopping centre in the town. Their CCTV scheme is supported by cameras controlled by the Council making communication between the two control rooms vital. Although communication between the control room and police was found to be good, it was hindered by the fact that there was no live link between the shopping centre and the police station. Data Protection Act issues needed to be resolved to allow this within existing DPA registration. Partners needed to develop a clear understanding of the responsibilities and liabilities associated with DPA to progress this.



### Analysis

Process Evolution found that two of the key obstacles to achieving Partnership objectives were the lack of co-ordination and communication between the key partners.



## PROCESS EVOLUTION CASE STUDY

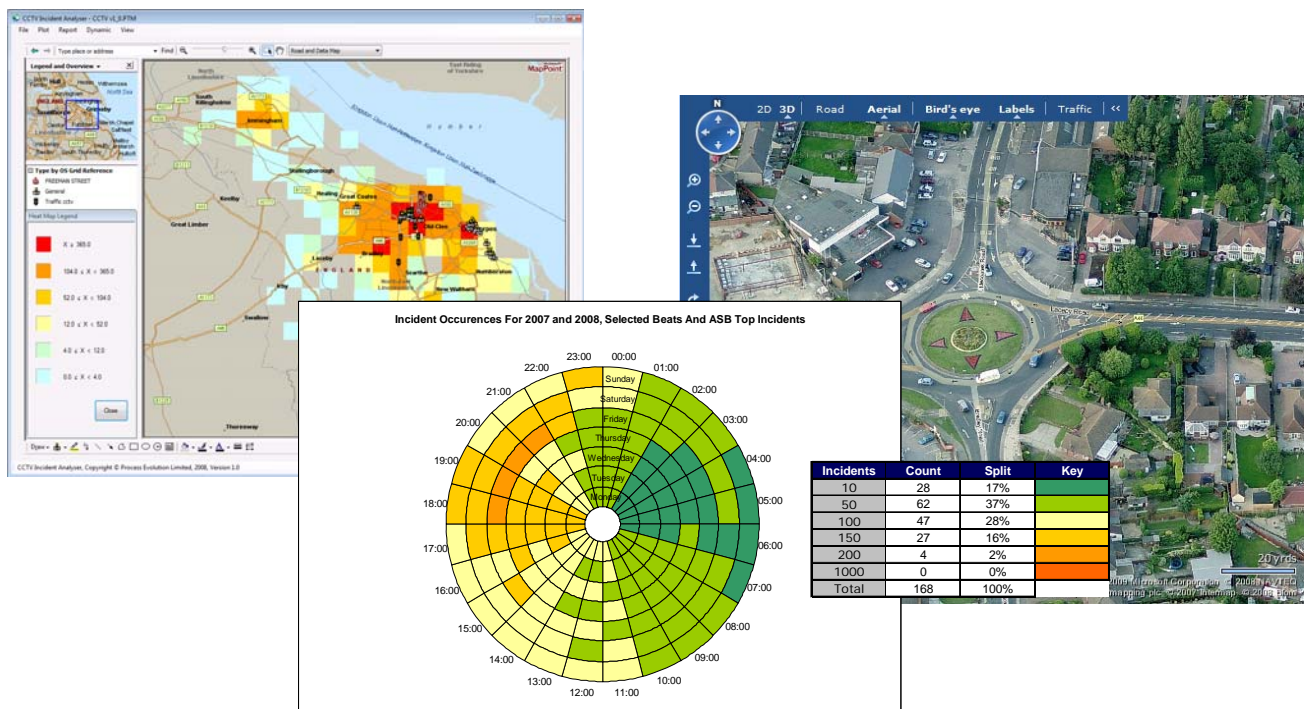


Inspector Ed Cook said: “The review undertaken by Process Evolution allowed us within the Partnership to develop structured questions that we needed to ask in order to develop our action plan. Prior to the review it was too big and too hard for us to do. The findings that Process Evolution presented to us made us go right back to the beginning.”

Kevin Hynes, “The first step was to geographically map all of the cameras held by the three CCTV operations so that we had a clear understanding of the capability of the whole resource”.

Spencer Hunt added, “Now that we have mapped all of the cameras we have been able to compare the locations of the cameras against the locations of crimes and incidents. This information has enabled us to align our resources to demand by identifying cameras that were wrongly deployed and identify areas that required camera deployment. This has significantly increased our proactivity.”

Inspector Ed Cook added, “We are now in the process of identifying and drilling down into our 20 hotspots and we intend to make quick hits with our mobile CCTV cameras. This is through the partnership, not just the police”



Kevin Hynes, the Council’s CCTV Manager said, “As soon as we had the review findings we began to work in a much more co-ordinated way.”

Spencer Hunt, the Safer Communities Service Manager added, “The review findings made us think about the issues much more theoretically and scientifically than we had before. It enabled us to raise the profile of CCTV to a different level of expertise.”

Process Evolution found that joint tasking and co-ordination processes were essential to the success of CCTV operations contributing to community safety. To ensure that intervention is made and a long term preventative stance upheld, there is a prerequisite for CCTV operators and managers to be in possession of appropriate information and intelligence. The review found that



## PROCESS EVOLUTION CASE STUDY



the police and the three CCTV operators were all working in silos, working on their own analysis of data and intelligence and deploying resources accordingly. It was also clear that strategic direction was lacking from the Partnership, resulting in those silos of resources not being focused and working together to achieve the Partnership's key objectives.

Inspector Ed Cook said, "Other partners worked outside of our fortnightly tasking and co-ordinating process, remaining unaware of what intelligence the police had and how we were going to deal with it. There were data protection issues initially but we have worked through them. All relevant partners, including the CCTV managers receive the tasking document and attend the meetings when necessary."

The review identified that joint tasking and co-ordinating was without a doubt the key to moving CCTV operations from reactive to pro-active, with the three CCTV operations working together to achieve the Partnership objectives.

Process Evolution identified that productivity of stakeholders, when processing evidence, could be improved by enhanced systems. As a result the CCTV operations technology owned by the Council has recently been up-graded, changing from analogue to digital. This has enabled a link between the CCTV Operations Centre and the Police Station. Police officers can now look at live footage themselves without attending the CCTV Operations Centre, resulting in a reduction in time spent by the CCTV operators finding and producing evidence for police officers.

Inspector Ed Cook said, "As a result of this systems up-grade we have realised a substantial efficiency saving of approximately £10,000 in saved officer time."

Kevin Hynes added, "We have also realised a substantial efficiency saving and the freed-up staff time of up to an hour and half per enquiry has had a massive impact on our productivity."

Another key aspect of the review was to ensure that Partnership members were clear about the contribution that they were required to make towards achieving the objectives and to identify how they would achieve this.

Inspector Ed Cook said "It became clear to us that there were two strands, the strategic perspective which asks are the cameras in the right places, doing the right things and aligned to the Partnership's priorities, and the operational strand, how are we utilising the resources we have, are they working towards achieving those objectives."

### Conclusion

Process Evolution made a number of recommendations to close the gaps identified. They went on to support the Partnership in developing the necessary strategy and underpinning processes.

Spencer Hunt said, "Partnership working is now operating in the truest sense. The review undertaken by Process Evolution has brought about a change in culture within the Partnership. By developing the strategy and bringing the CDRP Partners together so that they owned it we have now not only measured the contribution but significantly increased it."

Kevin Hynes said, "The review findings have impacted at all levels. The CCTV operators know exactly what to look out for and are a lot more proactive in their work. Additionally we will be able to develop our systems in a much more focused way, avoiding spending money in the wrong direction"

Inspector Ed Cook said, "The review undertaken by Process Evolution has enabled us to align CCTV with our Joint Strategic Assessment process. CCTV had never been included in partnership plans prior to this."



## PROCESS EVOLUTION CASE STUDY



Process Evolution has delivered the Strategy and the Partnership has signed up to it. The Partnership has also developed an action plan that is totally aligned to the recommendations made in the report submitted by Process Evolution. The action plan has been operational now for almost a year and the Partnership are about to report progress to the Safer Communities Board in July 2010.

The primary objective of the review was, “that CCTV should have a key role in delivery of Community Safety”. When asked if that had been achieved, Spencer, Kevin and Ed said, “It is still being achieved because it’s a journey, but as a result of the review, findings and recommendations made by Process Evolution, we are well on the way.”

*For further information, please contact Peter Loader of Process Evolution on 0845 603 6568 or via [peter.loader@processevolution.co.uk](mailto:peter.loader@processevolution.co.uk) . Alternatively, visit our website [www.processevolution.co.uk](http://www.processevolution.co.uk).*

