

<b>Title of Report:</b>	<b>Transfer of the West Berkshire Council CCTV control room to the Royal Borough of Windsor and Maidenhead</b>
<b>Report to be considered by:</b>	Overview and Scrutiny Management Commission
<b>Date of Meeting:</b>	9 June 2011

**Purpose of Report:** To review the Council's transfer of the CCTV Control Room Function to the Royal Borough of Windsor and Maidenhead.

**Recommended Action:** It is recommended that the Commission reviews the project to transfer the West Berkshire Council CCTV to RBWM and makes recommendations as appropriate.

**Key background documentation:** None

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# Executive Report

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## 1. Introduction

1.1 At its meeting on 1 March 2011 the Overview and Scrutiny Management Commission (OSMC) approved the terms of reference for a review into the project to transfer the Council's CCTV system to the Royal Borough of Windsor and Maidenhead (RBWM), and specifically to examine:

- (1) the project plan
- (2) the way procurement was handled
- (3) the public communications plan
- (4) what level of uptime was expected/planned for during transition
- (5) whether the Council's standard project methodology was used for the project
- (6) evidence from Newbury Town Centre retailers.

1.2 The report outlines the review methodology and provides background on CCTV and the transfer project.

## 2. Methodology

2.1 The review will be conducted by the full Commission during its meeting of 9 June 2011, to which the following witnesses have been invited:

- |      |                              |  |
|------|------------------------------|--|
| (1)  | Superintendent Robin Rickard | Local Police Area Commander West Berkshire                   |
| (2)  | Stuart Messum                | ICT Manager, RBWM  |
| (3)  | David Mead                   | Business Improvement Manager, RBWM                           |
| (4)  | Chris Rice                   | Facilities Manager, Camp Hopson                              |
| (5)  | John Colclough               | Technical Sales Consultant CCTV<br>BT Redcare                |
| (6)  | Tony Collis                  | Regional Manager, Chubb Systems Limited                      |
| (7)  | Mark Barrows                 | Managing Director,<br>Access Infrastructures                 |
| (8)  | Lindsey Jones                | Senior Account Manager Public Sector, Virgin Media Business  |
| (9)  | Councillor Anthony Stansfeld | Executive Member for Strategy, Performance, Community Safety |
| (10) | Andy Day                     | Head of Policy and Communication                             |
| (11) | Susan Powell                 | Safer Communities Partnership<br>Team Manager                |

2.2 As the Elected Member proposing the review, Councillor Roger Hunneman has also been invited.

2.3 The Head of Policy and Communication will make a short presentation, the aim of which is to summarise the more detailed report prepared by the Project Manager Susan Powell, and provide Members with an overview of the history of the CCTV service, and the transfer project, which is included at Appendix A.

### **3. Background summary**

- 3.1 The West Berkshire CCTV service was based on old and outdated analogue system that was difficult to maintain and was unable to provide evidence packages of CCTV footage that the Police could use.
- 3.2 The Executive, at its meeting in January 2010 agreed to a new “Operational Model” for CCTV which, following a tender process, involved the Royal Borough of Windsor and Maidenhead being responsible for 365 24/7 live monitoring. The outcome of this project is that the Council now has sustainable state of the art CCTV coverage and has cut the running cost of the service by £250,000 per annum.

#### **Integrated Project Plan**

- 3.3 An integrated Project Plan was developed by a Project Team made up of key officers from both West Berkshire Council (WBC) and Royal Borough of Windsor and Maidenhead (RBWM) and its implementation overseen by a joint Project Board. The Plan adopted the Prince 2 Methodology principles as set out in Paragraph 5.1 of Appendix A. The Project Plan (Appendix B) included the communication proposed to be undertaken with key stakeholders.

#### **Procurement**

- 3.4 Work was procured by both WBC and RBWM officers from a number of specialist service providers and their work sequenced to enable the transfer of the monitoring of the public open space CCTV to the Windsor CCTV Control Room. This was a highly technical project involving a complex scheme of works that needed to be efficiently coordinated. The effective implementation of this project required a high level of collaboration between wide range of officers and service providers.

#### **“The Shift”**

- 3.5 Following preparatory work the ‘shift’ to the ‘new service’ commenced mid December 2010 with the Transfer and Testing period anticipated to extend for several weeks into 2011. As the ‘shift’ commenced a number of technical ‘problems’ emerged that could not have been anticipated by the Project Team and which took several weeks to resolve. The timescales for the ‘shift’ and Transfer and Testing Period were longer than had been anticipated or desired however all officers and service providers sought to achieve a successful completion of this project as quickly as possible.
- 3.6 The main issue was that the Project Team’s preparatory work had been based on a 1:1 presentation of data circuits from the CCTV cameras for connection to other equipment and at the shift it was found that not all data circuits would be presented in a 1:1 format. Where the circuits were 1:1 (eight of them) these CCTV cameras were quickly connected to the Windsor CCTV Control Room and became operational and where they were not 1:2:1 they could not be connected.
- 3.7 The problem was identified immediately, however the issue took a long time to be resolved as additional work was required and the lead in time for the contractor to complete that work was 90 days. This was the core reason for the delay impacting significantly on the timescale of the ‘shift’.

- 3.8 There was no complete break in service as the 'old' CCTV service remained operational right up to the beginning of the 'shift' to the 'new' service and there were a limited number of CCTV cameras already linked to the Windsor CCTV Control Room before the Newbury Control Room closed. The Windsor CCTV Control Room Operators and Manager have taken over responsibility for monitoring the West Berkshire CCTV system professionally and competently.

### **Communications Plan**

- 3.9 The Project Board agreed that it would be inappropriate for there to be extensive public publicity around this project due to the potential to compromise public safety. Detailed within the integrated Project Plan were briefings to stakeholders and forums to ensure that appropriate information was shared with key individuals and groups as well as Press Releases issued at key times during the project. This communication remained in place during the period when the project was delayed by the technical issues noted in 3.6 above.
- 3.10 What does appear to have happened is that press coverage during the delayed shift highlighted the fact that the CCTV service was not fully operational. This indicates that the attempt to avoid unhelpful publicity had failed.

### **Benefits of the new Service**

- 3.11 The Windsor CCTV Control Room is ensuring 24/7 live monitoring of the West Berkshire CCTV system. The new service provides evidence packages that are of a significantly superior quality to the 'old' CCTV Control Room, and can be used by the Police and positive results are already being seen.
- 3.12 The Windsor CCTV Control Room utilises state of the art equipment and the incorporation of the West Berkshire CCTV system has ensured that there is an efficient, future proofed, cost effective service at a time when other Local Authorities have chosen to 'switch off' their CCTV. The CCTV service, a non statutory service, is now protected for five years and will also save the residents of West Berkshire £1.25M over that period.
- 3.13 The Project Team have delivered the project, transferring the West Berkshire CCTV system into a state of the art service managed by Royal Borough of Windsor and Maidenhead. Officers from West Berkshire Council and the Royal Borough of Windsor and Maidenhead have worked effectively to manage a very complex, technical, project, involving a wide range of stakeholders and service providers.

## **4. Recommendation**

- 4.1 It is recommended that the Commission reviews the project to transfer the West Berkshire Council CCTV to RBWM and makes recommendations as appropriate.

## **Appendices**

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Appendix A – Narrative and commentary on the CCTV transfer project.

Appendix B – Integrated Project Plan

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