

**Overview and Scrutiny Management Commission - Review of CCTV
Transfer Project - 9th June 2011**

Project Report

- 1 **Executive Summary**
- 1.1 The CCTV Service transferred into the Safer Communities Partnership Team within Policy and Communication in May 2008 and at that time there was no CCTV Strategy or developmental plans in place to ensure it sustainability
- 1.2 The West Berkshire CCTV service was based on old outdated analogue system that was problematic to maintain and was unable to provide evidence packages of CCTV footage of a satisfactory standard.
- 1.3 Following a review of the CCTV service the Safer Communities Partnership recommended that a 'New Operational Model for CCTV' be adopted and this was agreed by the West Berkshire Council Executive in January 2010.
- 1.4 A detailed 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.
- 1.5 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.
- 1.6 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.

- 1.7 There was never a day when there were no West Berkshire CCTV cameras working; a limited number were 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.
- 1.8 The Windsor CCTV Control Room is ensuring 24/7 live monitoring of the West Berkshire CCTV system and providing evidence packages that are of a significantly superior quality to the 'old' CCTV Control Room. The Windsor CCTV Control Room utilises state of the art equipment and incorporation of the West Berkshire CCTV system has ensured that there is an efficient, future proofed, cost effective and proportionate service at a time when other Local Authorities have chosen to 'switch off' their CCTV.
- 1.9 The Project Board agreed that it would be inappropriate for there to be extensive publicity around this project due to the potential to compromise public safety. However, detailed within the 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 issues at key times during the project. The 'shift' period of this project attracted a high level of interest, particularly when the technical problems emerged that were going to protract the timescale for this challenging part of the project. Information was given as openly as possible and all enquires and requests for information dealt with promptly.
- 1.10 The 'new' service is operating efficiently and importantly is delivering a £250,000 annual saving to West Berkshire Council. The Contract with RBWM to provide this service is closely performance managed and there has been very positive feedback from retailers and Thames Valley Police on the professionalism of the Windsor CCTV Control Room Operators.
- 1.11 There have been lessons learnt from this project and some have been passed to another Local Authority that is considering a similar project.
- 1.12 The Project Team have achieved the Project Aim of transferring the West Berkshire CCTV system into a 3rd party monitoring arrangement with Royal Borough of Windsor and Maidenhead.

2 Background

- 2.1 The CCTV Service transferred into the Safer Communities Partnership Team within Policy and Communication in May 2008.
- 2.2 At that time there was no CCTV Strategy in place or any development plans to ensure the sustainability and future viability of the service

- however, it was recognised that the CCTV equipment within the Control Room was nearing the end of its functional lifespan and was anticipated to fail at sometime in the near future. It was becoming extremely difficult to maintain the CCTV Control Room equipment as it was effectively obsolete and obtaining spare parts was a real challenge for the maintenance company. In addition because the CCTV service was based on an outdated analogue system obtaining tapes for the recording and storage of data (images) was becoming difficult. The majority of the CCTV cameras were also nearing the end of their operational lifespan, there were frequent faults and cameras required regular repair. The CCTV Control Room Operators and CCTV Manager worked very closely with the maintenance company, within a detailed Maintenance Contract, to ensure that any reported faults were promptly addressed however there would routinely be times when not all cameras were fully operational. Any 'down time' for a camera, or piece of Control Room equipment, would be minimal and the maintenance service was prompt, efficient and effective.
- 2.3 Of significant concern was the poor quality of the 'evidence tapes' being provided to Thames Valley Police. As described above the CCTV service was based on an analogue system and the quality of the taped images of incidents and/or individuals was extremely poor and of limited use to Thames Valley Police or the Crown Prosecution Service.
- 2.4 Responding promptly to this situation, and with a commitment to bringing about an improvement to the CCTV service, in June 2008 the Safer Communities Partnership (SCP) Strategy Group received a presentation from a CCTV consultancy firm describing a potential range of works that could be carried out to replace/upgrade the CCTV Control Room and cameras ensuring the future viability of this service. The options were however extremely expensive and the existing Control Room inappropriate for development so the Safer Communities Partnership Team Manager and CCTV Manager were tasked with identifying alternatives to 'improving' the service.
- 2.5 A review of the CCTV service was carried out and the Safer Communities Partnership Team Manager coordinated a series of meeting involving a number of West Berkshire Council officers and Members, Cllr Stansfeld and Cllr Hunneman, to develop a draft CCTV Strategy including the potential relocation of the Control Room and upgrading to a digital system.
- 2.6 The SCP Strategy Group received this draft CCTV Strategy at their meeting in June 2009. The draft Strategy and the options presented for sustaining and improving were discussed fully and the SCP Strategy Group requested that a range of alternative service models were explored in detail and that a special meeting of the SCP Strategy Group be held in November 2009 to agree a way forward.

- 2.7 There has always been a commitment by West Berkshire Council (WBC) to preserving live 24/7 monitoring of the public open space CCTV cameras in West Berkshire contributing to public reassurance, crime prevention and crime detection. The CCTV service has always been entirely WBC funded and as the work progressed during 2009 to identify how the service would be sustained in the future the need to achieve significant efficiency savings became increasingly important. Achieving both the required efficiency savings and at the same time preserving 24/7 live monitoring meant that a radical change to the service model was required.
- 2.8 The paper received by the SCP Strategy Group at its special meeting in November 2009, attended by Cllr Hunneman and Cllr Stansfeld, detailed a number of options based on extensive analysis of crime data (location, type, time) and investigation of other CCTV services (staffing levels, shift patterns, funding). The paper was also informed by exploratory meeting with the Royal Borough of Windsor and Maidenhead (RBWM) in respect of the potential for developing 3rd Party 24/7 live monitoring of West Berkshire Council's public open space CCTV cameras.
- 2.9 The paper discussed at the November 2009 meeting of the SCP Strategy Group presented options in respect of alternative shift patterns in order to achieve the required efficiency saving. The most costly element of the CCTV service was a 24/7 manned CCTV Control Room operating with 2 CCTV Operators on shift at all times. One option presented within the discussion paper was to not have the CCTV Control Room staffed 24/7 but the Strategy Group were clear in their discussions and final decision that 24/7 live monitoring of the CCTV cameras in West Berkshire should be sustained.
- 2.10 The SCP Strategy Group agreed to recommend to the WBC Executive a 'New Operational Model for CCTV' and this was agreed on 14th January 2010.
- 2.11 The proposed 'new model' would deliver the required efficiency savings with 3rd Party monitoring of the CCTV cameras replacing the requirement of a staffed CCTV Control Room in Newbury and importantly provide an improved service benefiting from digital technology and other efficient data management technology whilst at the same time preserving 24/7 live monitoring.
- 2.12 In addition the 'new model' would be both proportionate and sustainable, important considerations taking into account national guidance, and like other CCTV systems across the country utilising collaborative working methods.

- 2.13 Following the WBC Executive decision in January 2010 to develop a shared service with RBWM it transpired that this was not permitted in respect of a non-statutory service therefore it was required that an Open Tender Process was conducted. This was completed during April 2010 and RBWM were successfully awarded a 5 year Contract.

3 The 3 Town's CCTV Project

- 3.1 At the time that the decision was taken by the WBC Executive to adopt a 'new model' for the West Berkshire CCTV Service the project to install CCTV cameras within the 3 towns of Pangbourne, Lambourn, and Theale was nearing completion. The final stages of the 3 Towns CCTV Project, achieving the connection of these 'new' cameras to the CCTV Control Room, could have been completed however with the anticipated closure of the CCTV Control Room this costly work would have been almost immediately redundant. In order to therefore avoid unnecessary costs the 3 Towns CCTV Project was 'stalled' until the cameras could be linked to the new 'Data Centre'.
- 3.2 Within the Project Plan for the CCTV project (described in section 5) the 3 Town CCTV cameras would be 'linked' into the service after the existing cameras had been transferred so would 'come on stream' at the end of the Testing and Transfer Period. It was considered appropriate to transfer existing CCTV cameras first to provide continuity of service and then bring 'new' cameras on stream at a later date.
- 3.3 It was acknowledged by the Project Team that 'stalling' the incorporation of the 3 Towns CCTV cameras into the service would cause concern to residents and other stakeholders in those locations but as explained above it was not practical or cost efficient to bring these cameras 'on stream' until the existing cameras has been 'transferred' as part of the larger CCTV project. In order to address these concerns as part of the communication element of the Project Plan briefings to Parish Councils and Ward Members were planned.
- 3.4 The 'new' cameras in the 3 Towns do not utilise data circuits like the existing CCTV cameras but use wireless technology and are linked to the Data Centre via the WBC Information Network. These cameras are effectively a separate system and their incorporation into the CCTV service could therefore be achieved independently to the work required to 'shift' the existing CCTV cameras into the 'new' model.
- 3.5 Once connected to the Data Centre the 3 Towns CCTV cameras are then linked to the Windsor Control Room via the RBWM Information Network and this 'connection' requires careful configuration of a number of elements of data through the data management software installed for the

recording, storage and onward transmission of CCTV data. In addition data has to be 'managed' across both WBC and RBWM corporate firewalls.

- 3.6 As explained above the CCTV cameras within the 3 Towns are 'linked' to the Windsor CCTV Control Room via secure the Internet connections. Achieving this 'link' has been more difficult than anticipated in the planning stages. The 2 council Information Networks operate on a multi-level platform however the data management software between these 2 networks isn't multi-level and the ICT lead officers within the Project Team working with the software provider, Access Infrastructures, have had to develop 'technical solutions' to achieve an uninterrupted flow of data from 'Camera to Control Room'. Despite detailed planning once it was attempted to 'flow the data' from camera to Control Room a number of 'barriers' became apparent and have had to be 'worked around'.
- 3.7 In addition the CCTV cameras in the 3 Towns had been installed for several months prior to being 'activated' and some remedial maintenance work was required which had not been accounted for but was carried out as quickly as possible.

4 Developmental Phase

- 4.1 As described above (paragraph 2.8) there had been exploratory meeting with RBWM during the autumn of 2009 to inform the discussions of the SCP Strategy Group and ultimately the WBC Executive decision.
- 4.2 With confirmation that a 'New Operational Model for CCTV' should be developed a series of meetings were organised between WBC and RBWM officers to develop a Project Plan. It was agreed that the Project Plan would be a shared document between WBC and RBWM and would incorporate all procurement requirements and other essential works to be undertaken. Well established project planning principles were adhered to in both the development and implementation of the Project Plan.
- 4.3 It was acknowledged by the Project Board in the developmental phase that this was going to be technically challenging project so officers with appropriate expertise were included within the Project Team. The potential technical and operational challenges were identified within the Project Plan, risk assessed and closely managed. Significantly the requirement to maintain live 24/7 monitoring of the CCTV cameras in West Berkshire up to and during the transfer, with minimal 'down time', was going to make this an extremely difficult project to manage and deliver. Efficient communication within the Project Team and with contractors was essential in order to mitigate any risks to service and project delivery. Importantly all the WBC and RBWM officers involved with this project gave their full

commitment to it and the Project Team considered that the aim of the project 'to establish a new operation model for CCTV in West Berkshire' has been successfully achieved.

- 4.4 To inform the development of the integrated Project Plan there were a number of meetings, including site visits to the 'old' CCTV Control Room, Newbury Police Station, Data Centre and Windsor CCTV Control Room, to ensure that all required work was efficiently scoped and incorporated.

5 Integrated Project Plan

- 5.1 As mentioned above (paragraphs 4.2, 4.4) officers from RBWM and WBC generated a Project Plan that detailed all the procurement and other works required to successfully achieve the project. The Project Plan was generated and implemented utilising both corporate and nationally recognised project planning principles and the elements covered included:

- Identification of Project Manager and other key officers
- Aim and scope of project clarified and agreed with all partners
- Specific project deliverables and objectives identified
- Measures of success and benefits identified
- Project details including timescales, costs, resources required and risks identified
- External constraints identified
- Technical specifications drawn up

- 5.2 An integrated Project Plan was generated and its implementation was overseen by a Project Board. It was acknowledged by everyone on the Project Board that this would be a dynamic project requiring the coordination of a number of contractors and partners and therefore it was agreed that the Project Plan would be a 'live document' that would be regularly updated and monitored by the Project Board and lead officers from WBC and RBWM..

- 5.3 The Project Board was made up of officers from both WBC and RBWM including Heads of Service, ICT leads and HR representatives. All officers gave commitment to these meetings; the meetings were well attended and were minuted with actions being followed up at subsequent meetings. In addition to ensure efficient project management key officers from WBC and RBWM arranged regular meetings and conference calls.

- 5.4 It was essential that the lead officers from WBC and RBWM worked very closely together on this project to ensure that work involving a wide range of contractors was efficiently coordinated. These officers had in depth knowledge of the existing CCTV services in both WBC and RBWM, expertise in respect of the ICT systems in both councils and importantly existing working relationships with the external contractors who would be

required to carry out essential work. These officers in WBC and RBWM ensured that appropriate Contracts were drawn up, in accordance with corporate procurement procedures and coordinated a critical meeting with all contractors to ensure that all parties involved with this project understood their responsibilities and gave commitment to key tasks/dates. The WBC and RBWM officers also ensured that stakeholders were informed and importantly that technical information was accurately exchanged and that timescales for works up to the 'Transfer and Testing Period' closely adhered to.

- 5.5 It was acknowledged by the Project Board that the expertise and knowledge to develop and deliver a Project Plan to achieve the successful incorporation of the WBC CCTV into the RBWM service existed within the Project Team and the need to appoint an external Project Manager was not considered. An externally appointed Project Manager would have not had the knowledge, expertise and communications mechanisms available as described in paragraph 5.4 and would have had to work with the lead officers to develop and implement a Project Plan. It is important to note that an appointed Project Manager would have added significantly to the cost of this project and that this had not been factored into the proposal presented to the WBC Executive or suggested/requested at any stage prior to the 'Transfer and Testing Period'. It is also important to note that the appointment of an external Project Manager may also have extended the timeline of the project and they would need to carry out a scoping exercise to draw together the information that was already held within the knowledge base of the Project Team officers.

6 Work required to 'shift' from existing to New Model for CCTV Service

- 6.1 In order to achieve the 'shift' from the existing model to the 'new model' a complex scheme of works was required and if 'down time' was to be minimised this work had to be very carefully sequenced.
- 6.2 The existing model was:
- A Control Room with all CCTV Cameras linked via data circuits from Newbury (including Greenham and Clay Hill), Hungerford and Thatcham
 - Ability to record, view and store images facilitated by an analogue matrix and video tapes – the equipment was nearing the end of its operational lifespan and was problematic to maintain
 - Provision for CCTV footage to be viewed by Thames Valley Police (TVP) officers through visits the Control Room and the ability to obtain 'evidence' by 'seizure' of tapes
 - The majority of CCTV cameras being public open space CCTV cameras - there were a small number that were 'dual use'

Community Safety/Automated Number Plate Recognition (ANPR) cameras shared with TVP

- Car Park CCTV cameras also routed via the Control Room – also the Car Park lift alarms
- CCTV cameras that were old analogue/box cameras – again nearing the end of their operational lifespan
- The TVP Airwave Radio system linked to the Control Room - enabling CCTV Operators to communicate with the TVP Control Room
- The Shop Safe and Pub Watch Radio system linked to the Control Room – enabling the CCTV Operators to communicate with these radio users and Neighbourhood Police Officers

6.3 The work required to establish the 'New Model' was:

- Replacement of analogue CCTV cameras with digital dome cameras – RBWM Contract with CHUBB
- Re-routing of a selected number of circuits from Newbury Town Hall to Data Centre – WBC Contract with BT and Virgin Media
- Installation of new circuits and node point for cameras hard wired into Control Room – WBC Contract with CHUBB and BT
- Separation of Car Park CCTV camera circuits, new connection installed in Town Hall Basement and link established for monitoring in Car Park Office – WBC Contract work with CHUBB
- Separation of ANPR cameras and hand over to TVP – TVP and WBC Contract with BT
- Installation of BT equipment in Data Centre – WBC Contract with BT
- Installation of data management software equipment in Data Centre – RBWM Contract with Access Infrastructures (AI)
- Installation of data link between Newbury Data Centre and Windsor CCTV Control Room – RBWM Contract with BT
- Installation of monitoring equipment in Windsor CCTV Control Room – RBWM responsibility
- Re-routing of TVP Airwave radio signal to Windsor Control Room – TVP responsibility
- Installation of equipment at Newbury Police Station to enable 'viewing of CCTV footage' – TVP responsibility
- Establishing a secure courier service to deliver 'evidence packages' to Newbury Police Station – TVP and RBWM responsibility
- Re-routing of Shop Safe and Pub Watch radio signal – WBC Contract with Co-Channel
- Connection of 3 Towns cameras to Data Centre and Windsor CCTV Control Room – RBWM and WBC responsibility
- Transfer of staff under TUPE – WBC and RBWM responsibility

- Redundancy of WBC CCTV Operators not transferring into new service under TUPE – WBC responsibility
- Decommissioning of the existing CCTV Control Room – WBC responsibility
- Decommissioning of the CCTV cameras not incorporated within the new model – WBC responsibility

6.4 It is important to note that in respect of most of the tasks listed above there were a number of 'sub tasks' and of this work needed to be efficiently coordinated by the lead officers and Project Board if the whole project was to be delivered on time and as planned.

6.5 The procurement of works required was influenced by the overall Contract between WBC and RBWM described in paragraph 2.13 i.e. RBWM would be responsible for ensuring that work was carried out to enable the incorporation of the WBC CCTV cameras into the Windsor Control Room and WBC would take responsibility for ensuring that the data from the West Berkshire CCTV cameras was presented in an appropriate way at an agreed location. Where appropriate either WBC or RBWM entered into contract with a service provider and details of each Contract incorporated into the overall Project Plan. With such a complex project incorporating a wide range of technical requirements a number of specialist service providers were required.

7 Maintaining the West Berkshire CCTV Service during the Project

7.1 The Project Team planned for the existing service to remain operational up to the start of the 'shift' although it was identified that this could cause operational difficulties and would limit the amount of preparative work that could be carried out without disrupting the service. The West Berkshire CCTV Service continued uninterrupted throughout the planning and development stages of this project and the service was fully operational right up to the planned closure date of 19th December 2010. Taking into consideration that the CCTV Manager had taken redundancy in March 2010, that one CCTV Operator resigned in March 2010, another CCTV Operator was on sick leave between February and May 2010, that another had retired in August 2010 and the remaining 6 Operators were 'at risk of redundancy' for many months ensuring that there was no break in the 24/7 operation of the CCTV Service demonstrates commitment and professionalism of the CCTV Team.

8 Continuity of service and transfer practicalities

8.1 As described in section 6 above there was a complex sequence of work required to bring about the 'shift' from one model to another and it is important to note that many elements were interdependent. It was

therefore essential that contractors work was timetabled carefully so that disruption to the service was minimised and they were able work collaboratively and this was achieved through close working of the Project Team.

- 8.2 It is important to note that it was known at the start of this project that some of the contractors would be reticent about working so closely together and the Project Team acknowledge during the planning stages that ensuring collaboration was going to be a challenge. The reluctance of contractors to work together is recognised nationally and isn't particular to this locality or the CCTV Project but the Project Team were committed to overcoming this potential problem. The Project Team achieved good collaboration between contractors and this was particularly beneficial when 'problems emerged' during the 'shift' as contractors were prepared to work together to find a solution.
- 8.3 Whilst, as described in paragraph 7.1 above, the 'old' CCTV Control Room remained fully functional right up to the start of the 'shift' it is very important to note that the expectation that the monitors within the West Berkshire Control Room would be switched off sequentially and came on again almost immediately in the Windsor CCTV Control Room was impossible to meet for the reasons that will be described later in this report.
- 8.4 A 'quick switch over' was never going to happen, it wasn't possible and it was never indicated in any briefing given by project officers that the 'shift' would happen like that. The reason why a 'quick switch over' was not possible was due to the fact that the work required involved a number of contractors, it had to happen in a coordinated and sequential manner and some of the work required complicated site work at each CCTV camera pole and within the Data Centre. It was not possible to 'run a parallel system' and there was always going to be a disruption to the CCTV service. What the Project Team sought to achieve was a minimal period of time for a disrupted service.
- 8.5 Key learning from this project has been that there was an expectation of a number of individuals that there would be a 'quick switch over' and anything short of that would be unacceptable. Project Officers acknowledge that expectations may have been more effectively managed if more information about the technical requirements of the project had been shared with stakeholders. However, experience throughout the delivery of this project has been that despite efforts to provide information and to explain the technical requirements the expectation that this project could be achieved 'quickly' persisted. It is regrettable that where expectations differed significantly from operational practicalities that there was considerable frustration. Learning from this project has been that

more emphasis should have been given to the technical aspects of this project to enable those outside the Project Team to understand what was being undertaken. Sadly as result of not managing expectations more effectively there was repeated emphasis on the negative i.e. delays in the 'shift' and diminished focus on what would be achieved i.e. a significantly improved CCTV service.

- 8.6 A crucial element of learning has been that the 'critical phase' of this project would have been much easier to manage if a brief 'shut down' of the service had been permitted rather than attempting the shift whilst maintaining operational functionality. It was clear to the Project Team during the development stages of this project that a 'shut down' would not be acceptable however with hindsight it should have been pursued more robustly. This learning has been passed on to another near Local Authority that is currently planning a similar project.

9 Preparation work

- 9.1 In advance of the 'shift' the following work had been completed:
- The equipment in the Windsor CCTV Control Room had been expanded to be able to have the WBC cameras incorporated
 - The 'link' between the Windsor CCTV Control Room and the Data Centre in Newbury had been installed and tested
 - The data management software equipment that would facilitate the recording, storage and onward transmission of data from the WBC cameras had been installed in the Data Centre
 - The old analogue CCTV cameras had been changed to new digital units
- 9.2 This work was completed well in advance of the 'shift' to minimise the work that needed to be carried out during the critical phase of the project. As described above the 'shift phase' of the project was going to be the most complex to manage so as much preparatory work that could be carried out was undertaken well in advance.
- 9.3 The following work had to be carried out during the critical phase of the 'shift':
- Circuits had to be physically disconnected from equipment in the 'old' Control Room
 - Circuits had to be re-routed via the Telephone Exchange to the Data Centre
 - Circuits had to be physically reconnected to the equipment installed in the Data Centre
 - The circuit termination equipment had to be connected to the data management equipment

- The video and telemetry data feeds needed to be correctly configured with the data management equipment in order to be effectively transmitted to the Windsor CCTV Control Room so that images could be viewed and cameras manipulated
- 9.4 Even with every effort having been given to tightly sequencing contractors site work, constant communication with all parties involved and commitments to key dates the best that could be achieved (with absolutely everything going as planned) was approximately 2 weeks disrupted service and within that for each cameras a few days 'down time'. Also a Testing Period of several weeks would be required.
- 9.5 It was always understood within the Project Team that the Transfer and Testing Period would commence in late December 2010 and would continue for several weeks into 2011 however again this was not understood by others and there was again an expectation that the 'shift' would only take 'a few days'.

10 Critical Contractors Meeting

- 10.1 As described in paragraph 5.4 it was essential for the successful implementation of the Project Plan that all contractors collaborated and very importantly it was crucial that all involved shared the same key technical information.
- 10.2 To facilitate this on 26th October 2010 the Safer Communities Partnership Team Manager coordinated a meeting that was attended by the following:
- West Berkshire Council
 - ICT, Car Park Team, Safer Communities Partnership Team
 - Royal Borough of Windsor and Maidenhead
 - ICT
 - BT Redcare
 - Account Manager
 - BT Openreach
 - Planner, Technician
 - CHUBB
 - Planner
 - Access Infrastructres
 - Company Director
- 10.3 At this meeting work sequencing was agreed and essential technical information exchanged. Following this meeting on 28th October 2010 notes of agreed actions and technical specifications were circulated including a Cabinet Diagram.

- 10.4 Importantly at this meeting it was understood by all those present that each camera would be presented in a 1:1 video and data feed format and subsequently Access Infrastructures (AI) built and configured the data management software and equipment in line with that specification.
- 10.5 Virgin Media (VM) were not present at this meeting because following telephone conversations with them prior to the meeting it had been indicated that the Thatcham CCTV camera circuits terminated at a 'hub' in Thatcham and were 'back hauled' to Newbury by BT. Taking this information to be correct it was presumed that BT would be able to connect and re-route the required VM/Thatcham circuits as planned with other BT circuits. It was not until the 'shift' actually started in late December that it was found that the information provided by VM was incorrect and that the circuits from Thatcham terminated in the Control Room in Newbury Town Hall and would therefore need re-routing from there to the new Data Centre. To complicate matters VM do not have coverage where the Data Centre is located in Newbury so it was going to require collaborative work between VM and BT to achieve a solution and this is described later in this paper.
- 10.6 During the planning stages neither BT nor VM could confirm the 'routing' of the 2 circuits from the Greenham cameras and of concern WBC CCTV records did not assist on this matter either. It transpired that these circuits were VM circuits that were again terminated in the old CCTV Control Room and would need to be incorporated into the solution for the Thatcham circuits.
- 10.7 What became apparent during this preparation stage of the project was that both BT and VM held incomplete records of circuits and their routing. In some cases engineers had to carry out time consuming work just to establish which circuits corresponded to which cameras/location at the Telephone Exchange in order to plan re-routing.

11 Planning the Transfer and Testing Period

- 11.1 Between the Critical Contractors Meeting on 26th October 2010 and the beginning of the Transfer and Testing Period (13th December 2010) officers from RBWM and WBC maintained constant contact with all contractors and other parties such as TVP and importantly the series of planned briefings for stakeholders was instigated. These briefings and other communication carried out is detailed later in this report.
- 11.2 As the start date for the Transfer and Testing Period approached there were a number of key meetings and telephone conference calls between WBC and RBWM project officers and contractors to ensure that essential

technical information was shared and that work schedules were coordinated.

- 11.3 It is important to note that this project encompassed a wide range of tasks from the very physical work of disconnection circuits, installation of equipment in the Town Hall Basement and replacement cameras to technically challenging work of configuring 2 data streams (video and telemetry) so that they would 'flow' continuously from camera to Control Room through complex equipment that facilitates the recording and storage of images and onward transmission in such a way to provide clear and detailed images and full mobility of the cameras by the CCTV Operators in Windsor Control Room.
- 11.4 Achieving this 'continuity' should not be underestimated and again it was possibly not fully understood by individuals outside the immediate Project Team how complex this project was. This situation was compounded by the unachievable desire that everything carried on a normal until midnight on 19th December and that the Windsor Control Room was fully operational immediately or very quickly afterwards.

12 The 'shift'

- 12.1 The actual 'shift' from the 'old' system to the 'new model' started on Monday 13th December 2010 (1 week in advance of the Newbury CCTV Control Room being due to close) and was the critical and most complicated phase of the project. As described earlier in this report it was planned that this critical phase would be over as short a period of time as possible however as described above even with everything going according to plan the 'shift' was going to take a minimum of 2 weeks and testing would extend for several weeks into 2011.
- 12.2 There were a number of issues that emerged almost immediately the 'shift' commenced:
- The CCTV cameras that had been changed from old analogue cameras to new digital cameras in advance of the 'shift' had not been set up correctly i.e. the 'speed' of the data from the camera was not as agreed - which meant that even though images could be transmitted to and seen at the Data Centre the cameras could not be 'moved'
 - The circuit presentation i.e. 1:1 in the equipment cabinet in the Data Centre was not delivered as agreed – which meant that most of the cameras could not be successfully connected to the data management equipment installed by Access Infrastructures (AI) – however the first 8 cameras that were 1:1 presentation could be connected and were immediately linked to the Windsor CCTV Control Room

- The VM circuits from Thatcham were not being 'back hauled' by BT as indicated by VM – which meant that the way these circuits were going to be incorporated was going to require additional planning
- 12.3 In order to resolve these problems the following was carried out promptly:
- Engineers were instructed to visit all cameras to adjust data speeds and 'prove' the data feed back to the Data Centre
 - The data management equipment was reconfigured to try and 'get round' the 'grouped' data feeds.
 - Virgin Media were contacted immediately requesting an urgent site meeting
- 12.4 As described in paragraph 10.3 the Cabinet Diagram prepared and circulated following the critical Contractors Meeting on 26th October 2010 showed a 1:1 presentation of data and video circuits and all other technical work was prepared in line with this 'master document'.
- 12.5 Access Infrastructures, working with ICT lead officers within the Project Team, tried repeatedly to reconfigure the data management software and equipment but it became apparent that remedial work would be required to ensure that the data and video feeds were presented 1:1 as agreed during the planning stages of this project.
- 12.6 There were technical difficulties in achieving a 1:1 presentation of some of the circuits due to the way that they were linked (daisy chained) and routed from the CCTV camera/pole to the Data Centre and additional work in respect of these circuits was required. This information had not been shared during the planning stages of the project and the additional work that was going to be required had therefore not been factored into the tightly sequenced scheme of works. This had a significant 'knock on' effect on other contractors work and the timescales of the project as a whole.
- 12.7 All the additional work required in respect of the problems described above impacted significantly in timescale for the 'shift' and could not have been anticipated by the Project Team within the planning stages of this project.
- 12.8 As described in paragraph 12.3 above all cameras had to be visited to carry out remedial work and site work was made more challenging in that the weather conditions were very poor between 13th and 17th December 2011. It is not possible to carry out electrical work safely when it is snowing however all cameras were visited and the data speed issue resolved.
- 12.9 By the end of the first week of the Transfer and Testing Period (17th December 2010) 8 CCTV cameras were linked to the Windsor CCTV

Control Room and a number of other circuits terminated at the Data Centre. The 8 cameras that were able to be immediately linked to the Windsor CCTV Control Room were in locations within Newbury Town Centre, were presented on a 1:2: 1 format and were fully operational.

- 12.10 On the 17th December 2010 there was a site meeting and telephone calls with contractors to agree a scheme of works for the following week.
- 12.11 The Local Police Area (LPA) Commander, Neighbourhood Inspectors and Neighbourhood Police Teams were briefed on CCTV status throughout the preparation and 'shift' periods including detailed late afternoon briefings on 17th, 24th and 31st December 2010.
- 12.12 On Sunday 19th December 2010 the old CCTV Control Room closed at midnight as planned.
- 12.13 Site works recommenced on Monday 20th December 2010 and continued to late on Friday 24th December 2010 however whilst some progress was made in respect of aligning data and video feeds from some cameras BT had not been installed as planned in the Town Hall Basement to form the new node point for some of the Town Centre cameras.
- 12.14 On Friday 24th December there was a site meeting and telephone calls with contractors to identify what work could be carried out during the Christmas/New Year holiday period given limited access to some buildings and agreement of works to be carried out week beginning 4th January 2011.
- 12.15 All contractors were back in site on Monday 4th January 2011 to seek to resolve persistent problems. It was of concern to the Project Team that at this stage that the new node point equipment had not been installed in the Town Hall basement. Furthermore circuits were still not being presented in the agreed 1:1 formation. The equipment was finally installed in the Town Hall basement in mid January, however it was not until 31st January 2011 that cabling between terminations was completed to create the new node point and enable the re-routing of 6 of the Newbury Town Centre cameras to the Data Centre.
- 12.16 Despite every effort, including work extending late into the night on several occasions, AI could not 'get round' the technical problems presented by not providing 1:1 presentation of data and video circuits so a critical site meeting was called on 10th January 2011.
- 12.17 Despite the commitment on 20th January 2011 to instigate works promptly a Contract for the additional works was not issued by BT until 10th March

2011, received, signed and returned on 15th March 2011 and countersigned by BT on 17th March 2011.

- 12.18 From 17th March 2011 onwards there were numerous telephone calls made to confirm dates for site works and it was reported that equipment had to be imported from Norway which would cause a delay. Finally a date of 18th April 2011 was set for the installation of the additional equipment. This date was set in conjunction with the Director of Partnerships for BT.
- 12.19 With the installation of additional BT equipment in the Data Centre it was possible to present the data circuits in a 1:1 format and with the installation of new equipment in the basement of the Town Hall it was possible to route the VM circuits from Thatcham and Greenham to the Data Centre. Site work at the Town Hall had been carried out by VM on 16th April 2011 (described below).

13 Thatcham and Greenham Circuits

- 13.1 As described in paragraph 12.2 it became apparent at the start of the 'shift' on 13th December 2010 that incorrect information had been provided about the routing of the Thatcham and Greenham camera circuits and immediate contact was made with them requesting an urgent site meeting. Contact was finally made on 5th January 2011. There were a number of telephone conversations but it was only after a telephone conversation with an Engineer on 28th January 2011 that detailed information was finally given in respect of the circuits.
- 13.2 Requests were made that this work be addressed as a matter of urgency however a site meeting to scope the works required could not be scheduled until 14th February 2011. It was at this meeting that it was identified that as VM did not have coverage in the location of the Data Centre and that therefore there would need to be a collaborative solution with BT to link the VM circuits into the system.
- 13.3 This solution required the re-termination of circuits in the basement of the Town Hall and additional equipment installed by BT to enable the routing of these circuits to the Data Centre. This solution was discussed with BT and agreement reached on the installation of additional BT equipment to enable the connection with and re-routing of VM circuits from the Town Hall basement to the Data Centre.
- 13.4 Following the site visit with a VM Planner on 14th February 2011 an initial proposal for work was received from VM on 15th February 2011 and clarification sought by return email on some technical aspects to facilitate connection with BT equipment.

- 13.5 Following confirmation of a number of technical aspects of the proposal it was accepted by WBC and a VM Planning Task (Contract) raised on 14th March 2011. At this stage it was indicated that work could be carried out within 4 weeks however on 28th March 2011 VM notified WBC that some equipment had been placed on special order and the delivery date for the equipment and date for works to be carried out would be 20th April 2011.
- 13.6 Despite delays in the delivery of the required BT and VM equipment and difficulties in setting a date for the work to be completed every effort was made to have both contractors on site at the same time to enable effective linkage of equipment. It is important to note that contractors work under very strict protocols in respect of demarcation points in respect of their equipment/service and it is extremely difficult to get contractors to 'link' equipment.
- 13.7 WBC officers tried to secure commitment to having both contractors on site on the same day and numerous telephone calls were made to both BT and VM to identify and confirm dates. VM were on site on 16th April 2011 to re-terminate circuits in the basement of the Town Hall and BT on site on 18th April 2011 to install new equipment to create the link. This arrangement alone took hours of discussion and necessitated the matter being referred up the management chain in both BT and Virgin Media.
- 13.8 Access Infrastructures (AI) were on site on 6th May 2011 to facilitate the linkage of the Thatcham and Greenham cameras to the Windsor CCTV Control Room and connection was achieved in respect of video however there were problems in respect of telemetry and AI were back on site with BT on 9th May 2011 to seek to resolve these. The telemetry issues were finally resolved on 23 May.
- 13.9 In relation to the Shop Safe and Pub Watch Radios it was agreed that these would not be connected to the Windsor CCTV Control Room until the majority of the Newbury Town Centre CCTV cameras had been transferred. Throughout the Transfer and Testing Period, from 13th December to the beginning of February 2011, the radios continued to work without disruption providing a 'talk group' for all users to share and exchange information about offenders and incidents. The week beginning 14th February 2011 the radio connection to the Windsor CCTV Control Room was installed and all Shop Safe and Pub Watch radio users notified as scheduled

14 Operational Issues

- 14.1 As indicated above one of the WBC CCTV Operators transferred to the 'new' service under TUPE and this transfer was instigated in advance of the old CCTV Control Room closing so that the Operator was already

embedded within the Windsor Team prior to any West Berkshire CCTV cameras transferring. The former WBC CCTV Operator was able to provide peer support and operational knowledge to the Windsor CCTV Team and importantly provide some continuity of service.

- 14.2 Prior to the Transfer and Testing Period all the RBWM CCTV Operators made site visits West Berkshire and familiarised themselves with the locations of CCTV cameras and the towns where they are installed.
- 14.3 The Windsor CCTV Control Room started receiving West Berkshire Local Police Area (LPA) Daily Briefings from November 2010 so that they could familiarise themselves with local offenders etc. and prior to the 'shift' the West Berkshire LPA Thames Valley Police Airwave System was patched through to the Windsor CCTV Control Room.

15 Managing the Transfer and Testing Period

- 15.1 As described above the Project Team had planned for the Transfer and Testing Period to be as short as possible however as also described above once the 'shift' commenced a number of issues arose that had to be 'managed'.
- 15.2 The Project Team sought to deal with all 'issues' as they arose and there was constant communication between Project Officers and contractors. As highlighted above there were regular site meetings and at the end of each week an agreement on what works would be carried out the following week.
- 15.3 As stated above during the preparation period and importantly during the Transfer and Testing Period the Safer Communities Partnership Team Manager briefed the LPA Commander, Neighbourhood Inspectors and neighbourhood Police Team daily on the status of the CCTV service (paragraph 12.12).
- 15.4 The first 'bundle' of CCTV cameras to be 'shifted' to the Windsor CCTV Control Room were located within Newbury Town Centre and as these were in the agreed 1:1 presentation they were linked quickly.
- 15.5 With the heightened media and other interest in the 'shift' once it had commenced and because the greatest concern was around the CCTV coverage of Newbury Town Centre the decision was taken to concentrate work on the 'Newbury Cameras' to try and get them through to Windsor as quickly as possible. Work did continue in respect of the Hungerford, Thatcham, Greenham and 3 Towns circuits/cameras however Newbury Town Centre Cameras became a priority.

15.6 There was a very high level of communication required during the initial stages of the 'shift' that added significantly to the workload of Project Officers that had not been anticipated and contributed to making what had become a difficult time even more challenging.

16 Communication

16.1 As described in section 5 an integrated Project Plan (including communications) was developed and within this there were a number of crucial communication elements.

16.2 It was acknowledged by the Project Team and Project Board that it would not be appropriate for there to be extensive public publicity about the CCTV Transfer Project due to the potential to compromise public security. It was also considered inappropriate to 'promote' to local offenders that the CCTV system wasn't fully operational and therefore increase that potential for more crimes to be committed.

16.3 The Project Team acknowledged that it was important however to ensure that stakeholders were made aware of the project and in order to do this a series of stakeholder briefings were planned well in advance of the Testing and Transfer Period to ensure that those individuals and groups who needed to know what was happening with the 'shift' from one model to another were fully informed.

16.4 Information to retailers was provided at a Shop Safe Meeting on 2nd December 2010 and Pub Watch members were informed at their meeting on 6th December 2010.

16.5 Appropriate information was also given at meetings of the Newbury Neighbourhood Action Group (NAG), by invitation of the NAG Chair Cllr Hunneman, in August and December 2010.

16.6 Cllr Hunneman and Cllr Stansfeld were given a detailed briefing on 16th December 2010 and regularly updated during the Testing and Transition Period.

16.7 Appropriate information was given at meetings of the following Parish and Town Councils:

- Newbury Town Council – 13th December 2010
- Thatcham Town Council – 29th November 2010, 13th December 2010, 10th February 2011 and 14th March 2011
- Hungerford Town Council – 6th December 2010
- Pangbourne Parish Council – 14th December 2010
- Theale Parish Council – 7th February 2011
- Lambourn Parish Council – 16th February 2011

- 16.8 Information was provided at Town Centre Partnership (TCP) meetings and meetings of the TCP Safer Sub Group.
- 16.9 The information given at Town/Parish Council and NAG meetings was provided in the 'public' part of the meeting however the information given at the TCP meetings was 'confidential' and clearly indicated as such. It was of concern to the Project Team that the confidential nature of some information was not being observed and of significant concern that some of this information was being passed to the local media. The local media chose to publish information that could not be considered to be in the public interest and could have potentially compromised public safety. As a minimum it created a perception that Newbury Town Centre was not a safe place to be.

17 The New CCTV Service

- 17.1 As stated above the old CCTV service in West Berkshire was at significant risk of failure in the near future and was unable to provide evidence packages of a quality that could be effectively utilised by Thames Valley Police or the Crown Prosecution Service. The service provided by the RBWM CCTV Control Room delivers quality 24/7 live monitoring of the West Berkshire CCTV system by highly trained CCTV Operators and utilises state of the art technology. The Windsor CCTV Control Room is able to provide to Thames Valley Police evidence packages of CCTV footage that are far superior to those provided by the old Newbury CCTV Control Room.
- 17.2 The Safer Communities Partnership Team Manager closely performance manages the RBWM CCTV Contract, including regular visits to the Windsor CCTV Control Room, and the Windsor CCTV Manager provides monthly performance data including the number of offences captured on CCTV and number of arrests made where the use of CCTV has played a significant part.
- 17.3 The CCTV service continues to contribute to community safety by providing a public reassurance, crime prevention and crime detection service to residents, retailers and others who visit West Berkshire.