



Report of the Director of Environment and Neighbourhoods

Executive Board: 16th July 2008

Subject: *LEEDSWATCH CCTV IMPROVEMENT SCHEME*
Capital Scheme Number - 14809/000/000

Electoral Wards Affected: <input type="checkbox"/> Ward Members consulted (Referred to in report)	Specific Implications For: Equality and Diversity <input type="checkbox"/> Community Cohesion <input checked="" type="checkbox"/> Narrowing the Gap <input checked="" type="checkbox"/>
Eligible for Call in <input checked="" type="checkbox"/>	Not Eligible for Call In <input type="checkbox"/>

EXECUTIVE SUMMARY

The Leedswatch CCTV monitoring and control room system has reached the end of its operational lifespan. The service has also reached the limit of operational capacity within its current accommodation. Leedswatch needs to modernise its operational systems and move to larger premises in order allow the service and the network of CCTV cameras to continue to grow.

While the modernisation and move of the existing service will require a significant amount of work, it represents an opportunity to streamline the service's operational working, releasing long and short term efficiencies. There is an additional opportunity to co - locate the CCTV service with Metro, who also need to modernise and re - locate their existing operation, which could release further efficiencies for both organisations.

A full option appraisal including analysis of financial and non financial costs and benefits has demonstrated that the option of a Digital Storage and Management Solution in partnership with Metro is the option best able to achieve the long and short term business objectives whilst delivering value for money.

Executive Board are requested to inject £973,500 into the 2008/09 Capital Programme and authorise scheme expenditure of £973,500 as outlined within this report for the Leedswatch CCTV Improvement Scheme. The funding will be through unsupported borrowing which the service will fund from savings/income generated by the scheme.

1.0 Purpose of the Report

- 1.1 This report is seeking Executive Board approval to :-
- (a) inject unsupported borrowing of £973,500 into the Environment and Neighbourhoods Capital Programme.
 - (b) authorise expenditure of £973,500 for this project
 - (c) approve entering into partnership with Metro subject to agreed Heads of Terms

2.0 Background Information

- 2.1 LeedsWatch is the operational CCTV service within Leeds City Council. It has long been recognised as a centre of best practice within the field of CCTV, and operates one of the largest networks of manned and highly effective CCTV cameras in Europe. Since 1996 the system in Leeds has expanded from a 20 camera system monitoring the City Centre to a 300 camera system covering several town and district shopping centres across Leeds. The service is continuing to grow at a rate of approximately 20 cameras a year and indications are that this growth will continue for at least the next 5 years.
- 2.2 Asset Management Group (AMG) in December 2006 approved a feasibility study/option appraisal to look at amalgamating the three existing control rooms at Merrion House, Wetherby and Middleton into one operational centre. This concluded that delivering the service from one operational site would realise cost savings and business benefits. As a result AMG agreed to allocate space within the main building at South Leeds Family Learning Centre (SLFLC) for a purpose built CCTV control centre - to include a control room, offices, kitchen and rest room facilities. The control rooms at Wetherby and Merrion House were closed and staff relocated to the Middleton site as a temporary measure until the SLFLC became available.
- 2.3 LeedsWatch is reaching the limit of operational capacity within its current accommodation and the monitoring and control room system has also reached the end of its operational lifespan. In addition to day to day operational pressures, the world in which the service operates has changed significantly in recent years, and there is an increasing emphasis upon all local authority CCTV operations to improve the accessibility of their CCTV footage for partners and external agencies alike.
- 2.4 The technology used to record and share video footage has also improved significantly, creating a number of opportunities for the service. These include the way images are recorded and stored and more fundamentally developments in operational systems and processes used to manage and share data, the development of detailed management information and the integration with other systems and applications.
- 2.5 As a result of the above the service now finds itself in a position where it needs to modernise its operational systems and move into the accommodation allocated at SLFLC in order to allow the service and the network of CCTV cameras to continue to grow.
- 2.6 By moving the service to a modern digital CCTV storage and management system it would be possible to integrate the existing LeedsWatch service more thoroughly with other internal LCC services and external partner agencies and organizations. This

would result in greater joined up working, a more consistent response to incidents and a significant improvement in the quality of information in relation to crime and disorderly behaviour.

- 2.7 While the modernisation and move of the existing service will require a significant amount of work it also represents the opportunity to streamline operational working - releasing long and short term efficiencies. There is also an opportunity to co-locate the CCTV service and work in partnership with the West Yorkshire Passenger Transport Executive (Metro), who also need to modernise and relocate their existing operation. This could release further efficiencies for both organisations.
- 2.8 The modernisation would allow the service to continue and also improve strongly it's contribution to the Council's Strategic Plan especially around "Thriving Places " and the reduction of crime through better prevention , detection , offender management , victim support and changed behaviours.

3.0 Project Objectives and Business Case

- 3.1 A full Business Case for this scheme has been completed. This is available from the clerk named on the front sheet of the Agenda. The Business Case includes a full option appraisal against the project objectives which are as follows:-

- Continuity of Service
- Fit for purpose accommodation
- Meet and employ industry standards
- Meet current and future Police requirement
- Provision of detailed and effective Management Information
- Platform to future proof the system and allow scalability
- Improve the contribution to the Council's strategic objectives
- Allow further integration with existing and new partners

- 3.2 The option appraisal identified four options for the service as follows:-

Option 1	Do nothing
Option 2	VCR replacement with DVD
Option 3	Digital storage and Management Solution
Option 4	Digital storage and Management Solution in Partnership

3.3 Option 1 - Do nothing

This option would deliver a new control room and fit for purpose accommodation. Recording and storage equipment currently used would only be replaced once irreparable. The service would continue to maintain the existing equipment and accept increasing costs and difficulty in finding parts and consumables. This option would only require capital outlay for the accommodation costs but would result in increasing revenue costs and a decreasing level of reliability for the service with a risk of service failure. It would also inhibit the possibility of introducing new or improved ways of working, being able to share CCTV data more widely, or being able to realise any other form of efficiency saving or improvements in service effectiveness.

3.4 Option 2 - VCR replacement with DVD

This option would deliver a new control room and fit for purpose accommodation as in Option 1 above. It involves replacing the existing VCR based recording and storage solution with a DVD or similar solution. This option would be easy to implement and maintain, however, as with the current VCR based system, DVD would inhibit the possibility of introducing new or improved ways of working, wider sharing of CCTV data, or the ability to realise any other form of efficiency saving or improvements in service effectiveness.

3.5 Option 3 - Digital Storage and Management Solution

In addition to a new control room and accommodation this option would replace the existing VCR system with an integrated digital storage solution and supporting management and operational tools. This option would allow the service to significantly streamline its existing operation, removing or reducing labour intensive tasks, rationalising incident recording and review, and providing comprehensive strategic insight into the operational running and performance of all aspects of the service. However, it would not allow for immediate benefits arising from additional partnership working to be realised.

3.6 Option 4 - Digital Storage and Management Solution in Partnership

This option is as Option 3 above but delivered in partnership with Metro. As with Option 3 this option would allow significant efficiencies and increasing effectiveness to be delivered, but by working in partnership with another agency, it would be possible to achieve additional savings and improvements in service delivery. Once co-located it would be possible for the two services to gradually bring their respective operations closer together, sharing fibre optic lines and hardware, procuring together, and eventually rationalising both current services so that unnecessarily duplicated staff and resources are reduced.

4.0 Outcome of option appraisal

4.1 Each of the four options identified above have been appraised in terms of financial and non financial costs and benefits. The appraisal indicated that a Digital Storage & Management Solution in partnership with Metro (Option 4) provided the best solution taking into account both financial and non financial cost and benefits. Table 1 below summarises the results of this appraisal.

No	Title of Option	Net Present Value £000	Non Financial Costs & Benefits
1.	Do Nothing	553	Low - scored 101 out of 350
2.	VCR replacement with DVD	331	Low -scored 162 out of 350
3.	Digital Storage & Management Solution	677	High - scored 342 out of 350
4.	Digital Storage & Management Solution in Partnership	291	High - scored 350 out of 350

Table 1 – Summary of Option Appraisal

4.2 CCTV Project Board on 6th June 2008 ratified Digital Storage & Management Solution in partnership with Metro as the preferred option. Subject to Executive Board approval a project plan will be produced outlining all work streams required to fully develop and implement this option within timescales defined by the Project Board. The Project Board will also formalise any current or proposed partnerships as part of the ongoing development and implementation of the option.

5.0 Implications for Council Policy and Governance

5.1 This project is necessary to meet the objectives of the Vision for Leeds and the 'Safer Leeds' Leeds Strategy. LeedsWatch CCTV is obliged to work to national standards and current legislation relating to Data Protection and Human Rights.

6.0 Legal And Resource Implications

6.1 Procurement will be addressed through corporate procurement routes and Governance of the project will be overseen by the CCTV Project Board, sponsored by the Chief Community Safety Officer.

6.2 Issues such as ownership of the system and the property involved in the project will Be addressed through legal services to ensure a corporate LCC ownership.

7.0 Capital Funding & Cash Flow

Previous total Authority to Spend on this scheme	TOTAL £000's	TO MARCH 2008 £000's	FORECAST				
			2008/09 £000's	2009/10 £000's	2010/11 £000's	2011/12 £000's	2012 on £000's
CONSTRUCTION (3)	0.0						
FURN & EQPT (5)	0.0						
DESIGN FEES (6)	0.0						
OTHER COSTS (7)	0.0						
TOTALS	0.0	0.0	0.0	0.0	0.0	0.0	0.0

Authority to Spend required for this Approval	TOTAL £000's	TO MARCH 2008 £000's	FORECAST				
			2008/09 £000's	2009/10 £000's	2010/11 £000's	2011/12 £000's	2012 on £000's
CONSTRUCTION (3)			227.7				
FURN & EQPT (5)			660.0				
DESIGN FEES (6)							
OTHER COSTS (7)			85.8				
TOTALS		0.0	973.5		0.0	0.0	0.0

Total overall Funding (As per latest Capital Programme)	TOTAL £000's	TO MARCH 2008 £000's	FORECAST				
			2008/09 £000's	2009/10 £000's	2010/11 £000's	2011/12 £000's	2012 on £000's
Unsupported Borrowing			973.5				
Total Funding	0.0	0.0	973.5	0.0	0.0	0.0	0.0

8.0 Revenue Effects

8.1 This project will be funded through unsupported borrowing. Funding for the IT element of the project has been phased over 5 years and the building /accommodation costs over 25 years commensurate with the respective asset lives.

8.2 Table 2 below reflects the borrowing charges and the way in which they will be funded:-

	Year 2007/8	Year 2008/9	Year 2009/10	Year 2010/11	Year 2011/12	Year 2012/13	Total
Unsupported Borrowing costs	£94,000	£188,000	£188,000	£188,000	£188,000	£188,000	£1,034,000
Funded by :-							
Maintenance savings	£10,000	£20,000	£20,000	£20,000	£20,000	£20,000	£110,000
Cashable Savings/Income	£73,000	£122,000	£122,000	£122,000	£122,000	£122,000	£683,000
External/Partnership Funding	£11,000	£45,000	£45,000	£45,000	£45,000	£45,000	£236,000
Other	£0	£1,000	£1,000	£1,000	£1,000	£1,000	£5,000
Funding Total	£94,000	£188,000	£188,000	£188,000	£188,000	£188,000	£1,034,000
Total Debit/Credit	£0	£0	£0	£0	£0	£0	£0

Table 2 - Project funding

8.3 As shown in the table above the service can fund the borrowing costs through a combination of savings generated by the scheme e.g. savings arising from lower maintenance charges and additional income e.g. income from new customers. In addition Metro have agreed a contribution towards accommodation costs.

9.0 Risk Assessment

9.1 The introduction of a Digital Storage and Management Solution into LeedsWatch would represent a significant cultural change for staff. This risk should be mitigated through communication and training.

9.2 Working in partnership (Option 4) will require additional negotiation and clear "Heads of Terms" to succeed which may delay the delivery of the project. Robust and effective project management should ensure that this does not occur.

9.3 The achievement of savings/additional income identified is dependent upon successful project management and delivery. There is a risk that savings/additional income may not occur within the timeframe required should there be delays or project objectives are not met. Should this occur contingency arrangements will be developed to meet any shortfall.

10.0 Conclusion

10.1 There is an operational need to replace the current obsolete CCTV recording system and move towards a more modern system from premises specifically designed to cater for current and future needs.

10.2 The option of doing nothing carries an increasing risk of service failure.

10.3 A full option appraisal including analysis of financial and non financial costs and benefits has demonstrated that the option of a Digital Storage and Management solution in Partnership (Option 4) is the option best able to achieve the long and short term business objectives. This option is the preferred option of the CC TV Project Board.

11.0 Recommendations

11.1 Executive Board is requested to:-

- (a) inject unsupported borrowing of £973,500 into the Environment and Neighbourhoods Capital Programme
- (b) authorise expenditure of £973,500 for this project
- (c) approve entering into partnership with Metro subject to agreed Heads of Terms.