

## **Appendix 1 - LeedsWatch New Model of Working**

### **1. Background**

Over recent years LeedsWatch has evolved from purely monitoring CCTV to also include:

- monitoring and responding to intruder and fire alarms,
- opening and closing cemeteries and parks,
- undertaking patrols of parks and green spaces to deter crime and asb,
- managing the city centre vehicle access scheme (automatic and manual city centre bollards),
- operating the council's Contact Centre out of hours
- providing an out of hours noise witnessing service.
- leading CCTV contract compliance on behalf of all Leeds City Council service areas in line with the Surveillance Camera Commissioners Code of Practice

This expansion has taken place as new service responsibilities have been adopted over time and 'bolted' onto the existing ways of working in the service with the aim of delivering better services to the residents, businesses and visitors of Leeds and providing value for money.

This evolution of the service has happened over many years, with the service continuing to adapt to the new challenges posed by the expansion of the wider LeedsWatch Service without a formal restructure to ensure arrangements are fit for purpose.

There were a number of inefficiencies identified within the service as a consequence of this approach:

- the service continuing to use manual recording systems
- little operational overlap and flexibility across different services delivered flat resource across the 24 hours, not taking account of peaks and troughs in service demand
- operating staff time being used ineffectively including being required to undertake support activity such as processing payments, updating customer records, etc
- lack of training documents and processes to support operational delivery and develop staff
- out of date customer information making operational delivery more difficult
- unclear operational decision making of competing priorities
- a mixture of analogue CCTV cameras in need of modernisation
- a disconnect between partners (internal and external) identifying priorities through working in local communities and how these issues feed into LeedsWatch control room priorities.

The service can be contacted on 0113 37601331 or via email at [leedswatchperformancerelationship@leeds.gov.uk](mailto:leedswatchperformancerelationship@leeds.gov.uk).

## **2. LeedsWatch Service Review**

In 2019, the service underwent a full-service review. The ambition was:

- to ensure LeedsWatch is at the centre of service delivery, meeting the needs and ambitions of Safer Leeds and that the service is both effective, efficient, and resilient to change, supporting a culture of continuous improvement.
- to build on and develop a positive working environment at LeedsWatch where staff are engaged whilst working to deliver the Safer Leeds ambitions in a safe and inclusive environment.

The review was supported by a steering group whose membership included Community Committee Member representation, Safer Leeds SMT, LeedsWatch staff, Union colleagues and other key stakeholders.

The service review aimed to create:

- a more agile and resilient work force, who are better able to meet existing and new service demands, including peaks and troughs in service.
- supporting staff to develop a better understanding of the varied roles and responsibilities that operate across Safer and Stronger and the role LeedsWatch played to address these priorities.
- a new structure which will provide adequate resource when service demand is at its highest.
- a structure which can be flexible to meet the budget implications now and in the future.
- create new opportunities for staff development and career progression.
- provide a better work life balance, particularly for shift-based staff.
- realise efficiencies to contribute towards the Council's financial situation and make every pound go further.

## **3. Service Review Recommendations Implementation Update**

The service redesign and restructure were approved in January 2021 and was implemented on 1<sup>st</sup> September 2021; the old and new LeedsWatch structures are presented at Appendix 2. The service has made good progress against the service review recommendations, with many due to be fully implemented by Spring 2022:

### **Rationalise back-office processes**

- budgeted efficiencies have been achieved in line with supporting the Council's financial challenge budget targets – with better value for money services and making the councils pound go further.
- the Performance & Relationship Team will provide ongoing CCTV performance information to all Elected Members via Community Committees

- discussions are underway through the Communities Team to agree protocols to share local information and intelligence to influence LeedsWatch activity and priorities

### Modernisation & CCTV Upgrades

- The Public Space CCTV digital upgrade will run from Spring to Autumn 2022 leading to the digital upgrade of all LeedsWatch public space CCTV cameras.

### Full Shift Review

- Shifts have been fully remodelled to better meet demand, with additional management capability to support colleagues and the working arrangements into the evening.

### Domestic Noise

- A comprehensive noise training programme has been developed and is being delivered to all Response Officers. The delivery of the new training plan will be concluded in spring, and is being supported in partnership with LASBT to enable the service to increase the number of noise complaints attended outside of the hotspot areas.
- The new Performance & Relationship team has developed a service training programme to track progress of required training at a team and individual level, to underpin operational activity.

### Alarms / patrols

- Work is nearing conclusion with IDS, to improve the efficiency and effectiveness of staff deployment processes, principally through the provision of technology (handheld devices).

### Dispatch and Deployment

- The development of new triage and deployment budgeted roles to enable more effective live time decision making focused on threat and risk which will support the introduction of the mobile technical deployment solution which IDS are working on.

### Standardise CCTV incident recording

- Discussions have been held to align CCTV incident recording across the West Yorkshire area to allow more effective reporting and linkages across West Yorkshire control rooms and improve Police interaction on CCTV.

### Staffing levels

- Staffing levels have increased during the evening and through the need to meet peak demand, with the addition of a fixed night shift.

### Call handlers

- Efficiencies have been realised with LeedsWatch taking noise nuisance calls from 5pm, 7 days a week (previously taken by the call centre)
- A training plan is in place to upskill call handlers further

### Training & Processes

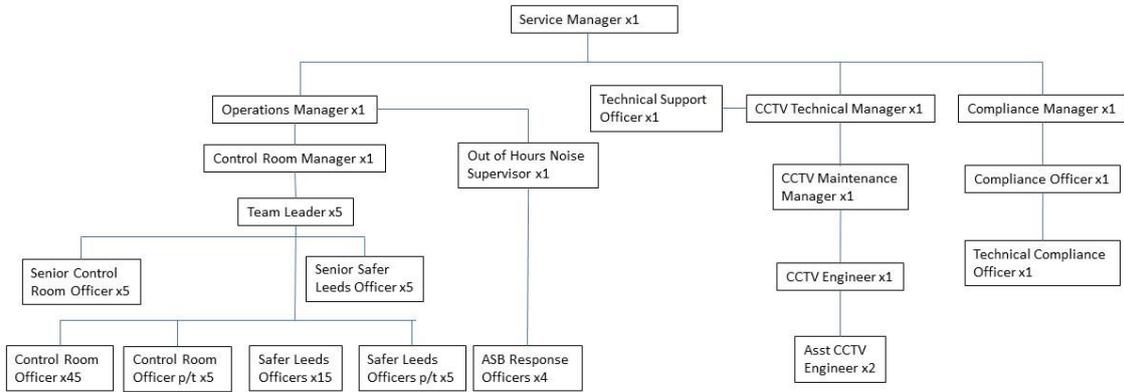
- A full training plan has been developed and work is well underway to deliver a training programme which supports and underpins operational activity
- New processes have been introduced by the new Performance & Relationship team taking administrative work away from operational staff
- The full review of the customer database has been concluded and an update of the information is now underway.

### Covid Implications

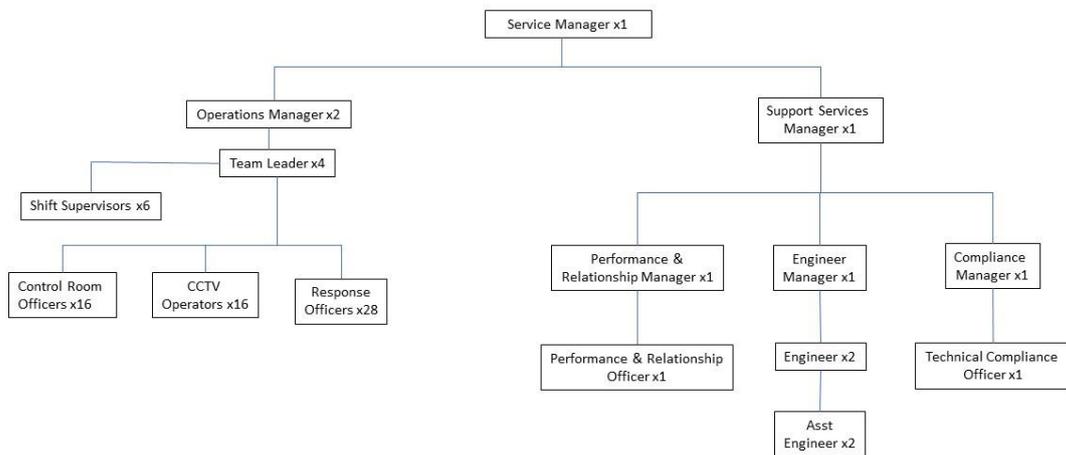
- The review into the LeedsWatch service area was undertaken prior to the Pandemic, but the implementation of the recommendations has been taking place whilst Government guidance, legislation and Public Health advice has been impacting on colleagues in the workplace
- LeedsWatch has remained operational, with staff having been present delivering the various services throughout the pandemic, supporting West Yorkshire Police and other partners. Despite Covid, progress in implementing the service review recommendations has been slightly impacted.
- The review recommendations will drive continuous improvement and a supportive culture change to take the service forward.

## Appendix 2 - LeedsWatch Structures

### LeedsWatch Structure Pre-Review



### LeedsWatch Structure Post Review



## **Appendix 3 - Effective Services to the Public ~ Keeping People Safe & Feeling Safe**

### *Sample Themed Case Studies*

#### Terrorism

Co-ordinating the evacuation of a local bus station following a terrorism alert. The bus station was evacuated quickly and safely with the LeedsWatch operator liaising with security staff onsite and emergency services. Emergency services later confirmed that the package left unattended was not dangerous.

Alerting anti-terror police to a potential hostile reconnaissance of the city centre for an individual who was behaving suspiciously. The operator led Police Officers to the male's location leading to his detention. Operators provided a CCTV evidence package of the suspects activities the same day.

#### Safeguarding

A CCTV operator observed a male acting suspiciously in the city centre. The operator continued to observe the male who sat on a bench between two women and proceeded to sexually assault one of the females. The operator contacted the Police District Control Room and Police Officers attended arresting the male.

A Control Room Operator observed two young females in a bus station approaching individuals. The operator used the tannoy system and asked the two females to speak to the CCTV Operator via the concierge phone. The CCTV Operator kept the two females talking and it became apparent they had travelled from another city and were vulnerable. The LeedsWatch Officer within the control room contacted the Police and arranged for police officers to be dispatched to the location, whilst the CCTV Operator continued to engage the two females. Upon Police arrival it was established that the two females were reported missing, and they were returned home safely.

Two Response Officers were dispatched to a noise nuisance complaint of a female banging on a door and shouting. Upon arrival the two officers came across a distressed female, who informed the officers that she had been attacked by an unknown male. The officers placed the female in their vehicle and one officer completed an area search whilst the other officer contacted the Police and reassured the victim. The Officers found the victims mobile phone and returned it and confirmed that the suspect had left the scene. Police Officers attended and took over the care of the victim and then progressed an investigation supported by the two LeedsWatch Officers.

#### Exploitation

A CCTV Operator noted suspicious behaviour near a cash machine and identified what appeared to be a vulnerable individual being intimidated by a male. The vulnerable individual drew out cash in what appeared to be intimidating circumstances and the CCTV Operator contacted the Police District Control Room, who dispatched

an Officer. The resulting investigation confirmed that the individual was being exploited by the intimidating male, leading to one arrest.

### Preventing Serious Violence

A CCTV Operator observed tension between 2 groups in Leeds City Centre. Whilst monitoring the group, a knife has been seen and the Police District Control Room was notified. On arrival of the Police the group dispersed, and the Control Room Officers followed the male with the knife utilising the CCTV network. The officers observed the male dispose of the knife on a building site. Police Officers who detained the male were then led back to the location of the knife. A CCTV evidence package was produced later that same day and handed to Police.

Supporting the Police investigation into a murder, LeedsWatch staff secured evidence from camera monitoring of the suspects movements. This was a time consuming and laborious task, but undertaken diligently and expeditiously providing key evidence to support the investigation. Police Officers commented on how comprehensive the package of evidence was and that it was crucial in supporting the prosecution.