

**Full Business Case (FBC): CCTV Service**

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## Executive Summary

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The Outline Business Case (OBC) for the future of the CCTV service was approved at Cabinet Resources Committee in April 2013, with the instruction to proceed to the procurement stage to find a provider for a fully outsourced CCTV service. The OBC anticipated gross savings across a five year contract term of £581,000.

A recommended bidder for the service has now been identified through a restricted procurement process, and this Full Business Case recommends proceeding to award the contract with the aim of achieving the target to transfer the service from 1 April 2014.

This contract will deliver the following:

- £727,124 total saving over five years in addition to current plans in the MTF5. This includes the cost of ANPR which was not built into the OBC.
- Upgraded service; a refresh of technology platform within the contract price including new control room equipment to be co-located with LB Enfield.
- Introduction of Automatic Number Plate Recognition (ANPR) included within the contract price.
- A shift to 16 hour active control room operations (currently 24 hours). This will be mitigated by live access terminals in both Colindale Police Station and the Hendon control centre to facilitate control of the camera estate by the police and in North London Business Park for the Council. As such, the business case concludes that this reduction will not be materially detrimental to the delivery of the service outcomes.
- A more flexible service – movement of ten cameras per year is built into the service cost (but is only payable if cameras are moved).

The overall financial profile of the successful bidder, for the offer as identified above is summarised in the table below

<b>Element</b>	<b>5 year total</b>
Current Service Cost (revised anticipated annual running cost with no capital upgrade)	4,195,550
OCS Contract (inc. capital upgrade)	4,250,426
Current budget in Capital programme	-477,000
Income from leasing current location	-325,000
<b>Total Cost</b>	<b>3,925,426</b>
<b>Variance from Current Service cost</b>	<b>-747,124</b>

The process of reaching the recommended bidder can be found in the Procurement Report.

The table below provides a summary of some of the non-financial benefits of the proposed solution from OCS Group UK Ltd (identified as Supplier B in appendix 1 – Procurement Report).

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<p>Improved crime detection and convictions as a result of CCTV, with clearly defined and transparent criteria to inform future CCTV sites</p>	<p>The proposed service will provide:</p> <ul style="list-style-type: none"> <li>- A state-of-the-art control room to facilitate more effective monitoring.</li> <li>- A higher recorded image that will provide higher quality evidence.</li> <li>- Better reporting of management information to determine priorities for sites and support the process of determining any camera moves.</li> <li>- A flexible service enabling a more targeted camera estate.</li> </ul>
<p>Automatic Number Plate Recognition (ANPR)</p>	<p>The MPS and Barnet Police are fully committed to using ANPR and are developing new applications for the data it provides. This includes getting alerts and reports on the locations of vehicles of interest and linking the data into crime mapping and telephone data systems to provide accurate information about who is committing crime, where and when. Some examples of ANPR use include:</p> <ul style="list-style-type: none"> <li>- In October 2013 Barnet arrested a serial burglar who had been committing crime across north London and Hertfordshire using this method, such was the strength of this evidence he was remanded in custody.</li> <li>- In November 2013 a serial sex offender was arrested following offences in Barnet in Bishops Gate as a result of ANPR.</li> <li>- A murder in Ealing in October 2013 saw an arrest within 24hrs as a result of ANPR technology.</li> <li>- An artifice burglar (bogus official) was caught in October 2013 as a result of a retrospective download of an ANPR camera</li> </ul>
<p>Citizens will feel safer</p>	<p>Consultation exercises have consistently shown high public support for CCTV in Barnet. By refreshing signage that indicates the presence of CCTV cameras and extending the network to new priority areas the service should contribute to a reduction in the fear of crime.</p>

**It is recommended that a five year contract be awarded to OCS Group UK Ltd (identified as Supplier B in appendix 1 – Procurement Report) to deliver the CCTV service with an option to extend for a further two years.**

## **1. Introduction and Strategic Context**

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### **1.1 Introduction**

The Council's CCTV service makes an important contribution towards delivering Barnet's Safer Communities Strategy, by helping the Council and Police to prevent and tackle priority issues such as antisocial behaviour, violence and theft and by making a significant impact on residents' perception of safety. However, it is recognised that the CCTV system in Barnet is out of date, expensive relative to more modern systems, and with a rising incidence of equipment failure, maintaining business continuity is proving increasingly challenging. In light of significant saving pressures across the Council, the Outline Business Case (OBC) proposed a cost effective solution for the upgrade of the system and future management of the monitoring service and technical platform, with the primary aim of improving delivery against the service's community safety objectives.

In order to help mitigate the impact of the ageing technical platform and expected further savings required, a detailed review and options appraisal for the CCTV service has been completed to inform the OBC. The recommended option for an outsourced service and technical platform will both enhance performance and sustainability, in addition to resulting in a decrease in the overall cost of the service.

The OBC was approved at Cabinet Resources Committee (CRC) in April 2013, with the instruction to proceed to the procurement stage.

The CRC report laid out how the OBC's recommendation was aligned with the council's strategies in the following ways:

- A new relationship with citizens:
  - Citizens will feel safer and there will be less fear of crime as a result of confidence in CCTV ability to prevent and detect crime
- A one public sector approach:
  - Reduced crime and antisocial behaviour
  - Improved crime prevention as CCTV is more effectively deployed and is more of a deterrent
  - Improved technology and a more flexible camera estate which can be used to respond to crime and anti-social behaviour hotspots
- Relentless drive for efficiency:
  - A more efficient CCTV monitoring service
  - Improved crime prevention as CCTV is more effectively deployed leading to a reduction in economic and social costs of crime

A recommended bidder for the service has now been identified through a restricted procurement process, and this Full Business Case recommends proceeding to award the contract with the aim of achieving the target to transfer the service from 1 April 2014.

### **1.2 Purpose of CCTV in Barnet**

The Council has a number of outcomes that it is trying to achieve through CCTV, which are as follows:

- Prevention of crime and anti-social behaviour
- Solve crime and anti-social behaviour
- Reduce fear of crime and anti-social behaviour

- Business continuity and emergency planning

(The outcomes along with the available evidence to support the effectiveness of CCTV in achieving these outcomes are displayed in table form in appendix 2 – Purpose of CCTV in Barnet).

### **1.3 Current CCTV Service**

The current CCTV Service (as operated by the council) has the following characteristics:

- Net operating cost of £811,700 (of which £623,990 is staffing). The annual running costs for 2014/15 is anticipated to increase to £839,110, due to a reduction in income from Barnet Homes and Transport for London. Anticipated running costs for 2014/15 onwards are therefore assumed to be £839,110 per annum for purposes of evaluation against the submitted bids.
- The CCTV monitoring service is situated in a purpose built control centre with its own server room with equipment racks, camera screen monitoring room and separate facility for police evidence review.
- The service operates 365 days per year, 7 days per week, 24 hours per day operating three 8 hour shifts.
- The number of CCTV Staff in scope totals 14.6 FTE. The service also makes use of a number of casual workers to cover sickness and other staff shortfalls. The staffing budget is £623,990.

## 2. Rationale

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As stated in the introduction, the Council's CCTV service makes an important contribution towards delivering Barnet's Safer Communities Strategy, by helping the Council and Police to prevent and tackle priority issues such as antisocial behaviour, violence and theft and by making a significant impact on residents' perception of safety.

However, it is recognised that the CCTV system in Barnet is out of date, expensive relative to more modern systems, and with a rising incidence of equipment failure, maintaining business continuity is proving increasingly challenging. In light of significant saving pressures across the Council, the Outline Business Case (OBC) proposed a cost effective solution for the upgrade of the system and future management of the monitoring service and technical platform, with the primary aim of improving delivery against the service's community safety objectives.

This informed a recommendation in the Outline Business Case (OBC) to procure a fully managed CCTV Service by an external provider.

It is expected that implementing the recommended option will both enhance performance and sustainability, in addition to resulting in a decrease in the overall cost of the service. Cabinet Resources Committee authorised the commencement of the procurement process in April 2013.

The Outline Business Case set out plans to implement a new CCTV service with the following core features:

- Maintaining similar number of camera schemes and ensuring that CCTV is deployed in the locations where it will have the most impact.
- Reduced marginal costs of new schemes and moving cameras (to allow greater flexibility for the Council and Police to respond to changing crime patterns and high profile incidents).
- Improved remote monitoring and access for the Police to improve efficiency.
- An overall reduction in the cost of the CCTV service to enable the service to exceed MTFS targets.
- Enhanced recording capacity and ability to provide court admissible quality recording.
- Additional Automatic Number Plate Recognition (ANPR) capacity. An ANPR network is a network of CCTV cameras converted to read vehicle number plates that can be used to track vehicle movements in real time by the police.
- Opportunities to further deliver the core Community Safety aspirations, extend service benefits and generate revenue through selling CCTV services to private and public sector organisations.

The core strategic outcomes expected from the new service are:

- Improved crime prevention (CCTV as a deterrent)
- Improved crime detection
- Reduced fear of crime as a result of confidence in CCTV ability to prevent and detect crime.

### 3. Project Definition

#### 3.1 Aims and Objectives

Aim/Objective	Status	Comments
To define the service specification for the future CCTV service, (including detailed outputs and outcomes) based on detailed benchmarking activity, best-practice and innovation where possible	Completed	A detailed service specification has been prepared
To implement a restricted procurement procedure in order to deliver a modernised, high quality, efficient CCTV service	Completed	See Appendix 1 - Procurement Report for details
To agree a contract with an outsource provider that delivers savings as determined in the OBC, whilst maintaining a service that meets the council's needs in terms of CCTV	Pending	OCS have been identified as recommended bidder, and will proceed to contract pending approval of this FBC
To successfully ensure a smooth transition to the new service, including a compliant TUPE transfer (for staff) and an upgraded technical platform within agreed timescales	Pending	OCS have been identified as recommended bidder, and have provided a mobilisation plan which fits within acceptable timescales for transition (see Section 8 - project Approach)
To identify and agree how future monitoring locations for CCTV will be identified, including consultation with staff, residents and partners including the police where it is deemed necessary	In Progress	See Appendix 2 - Camera Locations (to this enclosure) for details
To ensure correct protocols are in place with regard to the sharing of data and information, and as result manage the transfer of necessary service data in a manner compliant with our existing information management policies	Pending	This can only commence after the confirmation of preferred bidder but will be in place for contract commencement date.



### 3.2 Critical Success Factors

The critical success factors as laid out in the outline business case are shown in the table below along with their current status as at the FBC stage.

<b>Critical Success Factor</b>	<b>Status</b>
The procurement process for the new CCTV service is compliant.	Completed
The new CCTV service, as defined in the Outline Business Case, goes live by April 2014.	On schedule
A contract is agreed which will exceed the MTFS savings as identified in the Outline Business Case.	OCS bid meets annual saving target as included in OBC
Changes to staffing are managed in accordance with the council's Managing Organisational Change policy	Staff are to be transferred in line with TUPE transfer commitments
Benefits (particularly related to savings) transferred to BAU in Green status to ensure that main objective of project is delivered	OCS bid meets annual saving target as included in OBC
CCTV technology upgrade programme to be determined with LBB and relevant partners to an acceptable timescale	On schedule

### 3.3 Out of scope

- Definition of geographical locations for each CCTV camera.
- Transfer of Emergency Telephone Service (the transfer of the emergency telephone service to the Customer and Support Group (CSG) or an alternative supplier)
- Implementation of the technical upgrade (to be managed by the new provider)

## 4. Options

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In April 2013, the Outline Business Case (OBC) approved the project to proceed to the procurement stage based on a fully outsourced service delivered by a private sector partner. Having compared this option to an outsource of the technical platform or an in house option, the OBC identified the following key advantages:

- The fully outsourced option is likely to deliver more savings over a five to seven year contract period. This is based on further reductions to staff costs and an increased amount of income from additional monitoring for public or private sector organisations.
- Responsibility for improving the monitoring service lies with the contractor and these savings will be built into the contract.
- It is possible to define the service outcomes required by the council and leave the transmission and technology issues to the contractor.
- A faster pace of transformation could be achieved.
- The contractor is likely to be more successful than the council in developing the service and maximising income.

Following the procurement process, the table below identifies the options now open to the council, with the associated advantages and disadvantages:

Option	Advantages	Disadvantages
<p><b>1. Do nothing - abandon the procurement and retain the services in-house</b></p>	<ul style="list-style-type: none"> <li>• The Council retains complete control over service delivery</li> <li>• The Council would avoid the effort involved in transferring the services and setting up contract management arrangements</li> <li>• The Council would avoid the risks of poor contractor performance and poor contract management that would be present with the service being provided by an outside provider (this risk is present for all potential providers, not limited to OCS Group UK Ltd)</li> </ul>	<ul style="list-style-type: none"> <li>• There is a high risk of major service failure before equipment is upgraded and this period will be significantly extended.</li> <li>• The existing service's infrastructure will become more expensive to maintain year on year as the equipment reaches the end of its useful life and requires increasing levels of maintenance to operate. The Council retains all risk relating to the quality of service delivery and how future savings are achieved.</li> <li>• The Council would still need to invest substantially in replacing infrastructure that is now at the end of its useful life. Additional expertise would need to be brought in to oversee this process. Without the established buying power of a major provider there is a risk this could be more than the preferred bidder (approximately £1.4m in capital investment in the OCS submission).</li> <li>• The Council would need to, in the short term at least, renegotiate BT line rental charges for existing infrastructure beyond April 2014, potentially leading to an additional cost.</li> <li>• Service improvements would be significantly delayed.</li> </ul>

Option	Advantages	Disadvantages
<p><b>2. Proceed to contract signature with the Recommended Bidder</b></p>	<ul style="list-style-type: none"> <li>• The Council achieves the financial and non-financial benefits required by the Outline Business Case</li> <li>• The Council transfers the risk of the quality of service delivery and the achievement of savings to the partner</li> <li>• The Council benefits from the external expertise, innovation and commercialism of a long-term strategic partnership</li> <li>• The Council is able to hold the service provider to account pursuant to the contractual arrangement and incentivise performance through a price/performance mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• Whilst the risk of delivering these benefits will be substantially transferred to the Partner under the contract, the Council retains risk that may be broadly summarised as: (i) the partner fails to fulfil its contractual commitments or (ii) the Council does not fulfil its own obligations thus preventing the benefits from being achieved.</li> </ul>
<p><b>3. Abandon this procurement and research alternative delivery models (in particular the outsource of the technical platform only)</b></p>	<ul style="list-style-type: none"> <li>• Council could avoid the risks of poor contractor performance and poor contract management by the Council</li> </ul>	<ul style="list-style-type: none"> <li>• This has the same disadvantages as option 1</li> <li>• This would incur more funding from the Council's transformation reserve than is budgeted for</li> <li>• The Council would need to build in substantial provision for the risk of not achieving the planned benefits.</li> </ul>

The recommended Option is to award a contract to OCS Group UK Ltd to deliver the service on a 5 year contract basis, with the possibility of an extension for a further 2 years.

## 5. Expected Benefits

The recommended option for an outsourced CCTV service and technical platform will result in the following non-financial and financial benefits, as identified in the Outline Business Case in April 2013.

### 5.1 Non-financial benefits

The table below displays the list of benefits laid out in the outline business case, along with details of how these benefits will be realised through OCS providing a fully-outsourced CCTV system as recommended.

Benefit Type	From Outline Business Case	From proposed service
Non-Financial Benefits – a new relationship with citizens	Citizens will feel safer and there will be less fear of crime as a result of confidence in CCTV ability to prevent and detect crime	Consultation exercises have consistently shown high public support for CCTV in Barnet. By refreshing signage that indicates the presence of CCTV cameras and extending the network to new priority areas, the service should contribute to a reduction in the fear of crime.
Non-Financial Benefits – a new relationship with citizens	A clear framework and code of practice for acceptable use of CCTV in the borough	OCS have agreed through submitting a bid to adhere to the CCTV code of practice as included in the ITT documentation
Non-Financial Benefits – a new relationship with citizens	Clearly defined and transparent criteria to inform future CCTV sites	The CCTV service are in the process of defining potential new camera locations in association with the police and the results of the consultation, this will then be agreed with OCS for the finalisation of the contract
Non-Financial Benefits – a one public sector approach	Well defined service standards for CCTV, benefiting internal Council services and other key partners	KPIs determined in the specification provide appropriate performance targets to be monitored monthly. This will ensure service is of the same or higher quality than current provision.

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Benefit Type	From Outline Business Case	From proposed service
Non-Financial Benefits – a one public sector approach	Automatic Number Plate Recognition will assist the police with crime detection (in particular burglary and vehicle crime)	ANPR is a capability available as an option through the contract with OCS
Non-Financial Benefits – a one public sector approach	Improved technology and a more flexible camera estate which can be used to respond to crime and anti-social behaviour hotspots	OCS have committed to the installation of a wireless network (reducing the need for fixed BT lines) that can enable much faster, cheaper redeployment and installation of cameras as necessary
Non-Financial Benefits – a one public sector approach	Improved crime prevention as CCTV is more effectively deployed and is more of a deterrent	OCS have committed to the installation of a wireless network (reducing the need for fixed BT lines) that can enable much faster, cheaper redeployment and installation of cameras as necessary. Efficiency and responsiveness of service would be greatly improved through the installation of an easy-to-relocate IP camera network
Non-Financial Benefits – a one public sector approach	Improved capability to support a more effective response to any emergencies / business continuity issues that may arise	OCS have committed to the installation of a wireless network (reducing the need for fixed BT lines) that can enable much faster, cheaper redeployment and installation of cameras as necessary
Non-Financial Benefits – Relentless drive for efficiency	Day to day sharing of intelligence and partnership working is more efficient as remote access to CCTV for partners would be specified as part of a contract	The contract with OCS will include requirements for sharing information with the police (and other council partners) as part of the KPIs

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Benefit Type	From Outline Business Case	From proposed service
Non-Financial Benefits – Relentless drive for efficiency	A more targeted camera estate, enabling improved crime detection and convictions as a result of CCTV	The CCTV service are in the process of defining potential new camera locations in association with the police based primarily on crime hotspot data, this will then be agreed with OCS for the finalisation of the contract. The financial model also includes assumptions that up to 10% of the camera network be relocated during a calendar year
Non-Financial Benefits – Relentless drive for efficiency	Improved crime prevention as CCTV is more effectively deployed leading to a reduction in economic and social costs of crime	The OCS-proposed IP camera network enables a quicker relocation of cameras than the existing network, enabling the CCTV service to deploy a more agile and effective service as directed by police requirements
Non-Financial Benefits – Relentless drive for efficiency	A more efficient monitoring service	OCS are committing to the installation of a new camera and network infrastructure with HD capability, which is expected to enable a more efficient method of monitoring.
Non-Financial Benefits – Relentless drive for efficiency	Greater control and predictability of the cost of new schemes as requirements for flexibility and unit cost for additional camera deployment can be built into a contract (and reduction in cost for decommissioning a camera).	OCS will be responsible for maintenance of all systems and equipment for the life of the contract

## 5.2 Financial Benefits

The table below summarises the costs of the proposed 16 hour model from OCS Group UK Ltd, comparing them to the existing service costs. The key features of the costs are:

- Year 1 costs are considerably higher due to the infrastructure refresh and upgrade.
- The cost of introduction of ANPR (capital and revenue costs) is included. This includes provision and installation of:
  - Static cameras and associated systems/equipment to cover 10 A roads (covering 2 lanes in each direction).
  - Re-deployable cameras and associated systems/equipment to cover 10 B roads (covering one lane in each direction).
- An assumption of the requirement to relocate ten CCTV cameras annually).
- Potential income to the Council of leasing the existing CCTV premises over the period of the contract, estimated at £65,000 per annum.
- No costs are included for the cost of borrowing to fund the year 1 investment.

<b>Element</b>	<b>5 year total</b>
Current Service Cost (revised anticipated annual running cost with no capital upgrade)	4,195,550
OCS Contract (inc. capital upgrade)	4,250,426
Current budget in Capital programme	-477,000
Income from leasing current location	-325,000
<b>Total Cost</b>	<b>3,925,426</b>
<b>Variance from Current Service cost</b>	<b>-747,124</b>

### 5.2.1 Hours of active monitoring:

Bidders were asked to provide costs for both 16 and 24 hours of active monitoring in the control room per day. It is recommended to move to 16 hour active control room operations given the following:

- Over 80% of incidents would still be monitored live by choosing to operate in the peak times for incidents.
- There will be live access terminals in both Colindale Police Station and the Hendon control centre to facilitate control of the camera estate by the police and in North London Business Park for the Council.
- All cameras will still be recording and the system will be able to be programmed with more sophisticated recording rules.

As such, the business case concludes that this reduction will not be materially detrimental to the delivery of the service outcomes.



### 5.2.2 ANPR:

Bidders were also asked to provide costs for the provision of an optional ANPR service. As a vehicle passes through an ANPR video camera, it takes an image of the number plate and the details are then fed into a system which checks them against sources such as the Police National Computer (PNC), Driver and Vehicle Licensing Agency (DVLA), local intelligence systems and motor insurers' databases. If the number plate matches one of these sources, the ANPR equipment will alert the police.

Benefits include:

- ANPR identifies suspect vehicles that may not normally attract police attention.
- Unlicensed or uninsured vehicles are more likely to be identified and seized.
- It can be used to gather intelligence on known criminals, and for running proactive operations using dedicated intercept teams.
- Enhanced data on traffic flows can be used to inform highways strategies.

### 5.2.3 Capital Budget Implications:

In order to upgrade existing CCTV and ANPR cameras to the specification as defined with OCS Group UK Ltd.'s recommended bid, a total capital investment of £1,449k payable during the mobilisation period (following contract signature) is required.

The existing capital already in budget for the upgrade of CCTV equipment is £477k. Therefore, an **additional capital contribution of £972k**, funded by revenue contribution will be required from the Council to enable the project to maximise the benefits as laid out in the business case.

### 5.2.4 Potential Additional Revenue

Potential income from the sale of decommissioned CCTV equipment (following the completion of the upgrade of the existing infrastructure/network to the new specification and appropriate user acceptance testing) will be sought during the mobilisation phase.

In addition, OCS Group UK Ltd have committed significant resources to developing opportunities to extend CCTV services through private and public sector organisations as part of the contract. Any surplus generated from this activity would be shared between the Council and OCS Group UK Ltd.

## 6. Risks

The following risks have been identified as potential causes of failure for the award of a contract for a fully outsourced CCTV service. These risks relate specifically to the delivery of the service from the go-live date of 1 April 2014, and not to the mobilisation phase. The risks relating to the mobilisation phase will be captured in the corporate risk management system as part of the on-going project management.

<b>Risk Description</b>	<b>Consequence</b>	<b>Mitigation</b>	<b>Probability</b>	<b>Impact</b>
Finance – risk of insolvency of OCS Group UK Ltd	Partnership collapses	OCS group UK Ltd financial stability evaluated as part of PQQ phase	Low	High
Core Service Performance fails to meet expected standards (detection levels of incidents by staff/cameras reduces) following transfer to OCS Group UK Ltd	CCTV service performance is poor in relation to that of in-house service currently delivered	KPIs included in contract with OCS set out expected performance of service, with regular reporting periods to ensure continued good performance	Low	Medium
Upgraded camera network and infrastructure not resilient/ prone to failure	CCTV camera network unavailable due to technological failure, unable to prevent or detect incidents due to maintenance requirements	OCS Group UK Ltd designing solution in order to ensure robustness of technical solution, new technology expected to be less prone to failure than existing technology (which is at the end of its useful life), regular proactive maintenance checks built into contract	Low	Medium

Risk Description	Consequence	Mitigation	Probability	Impact
Change to service delivery model reduces detection levels of incidents	Move to 16 hour active control room operations from 24hr (in order to realise greater financial benefits) will reduce detection of incidents and reduce residents confidence in efficiency of CCTV service	This will be mitigated by live access terminals in both Colindale Police Station and the Hendon police control centre to facilitate control of the camera estate by the police and in North London Business Park for the Council. As such, the business case concludes that this reduction will not be materially detrimental to the delivery of the service outcomes	Medium	Low

### Contract management

The Council will utilise best practice guidance in the contract management arrangements, including:

- activities that organisations should consider when planning and delivering contract management;
- how to evaluate the risk and value opportunities inherent in contracts; and
- how activities and evaluation can be brought together to develop contract management plans and priorities.

The supplier must submit a monthly performance report to the Authority on KPIs including the number and types of incidents and the number of arrests made by the police, to a format agreed and accepted by the Authority

The contract management function with responsibility for the outsourcing of the CCTV service to OCS Group UK Ltd as proposed in this full business case will be the community safety manager within the Adults and Communities Delivery Unit at no additional cost. The frequency of reporting on KPIs and SLAs will be confirmed through the contractual arrangement the council enters into with OCS Group UK Ltd.

### Responsibility for the code of practice

Responsibility for the current Code of Practice (Appendix D in the ITT) will be transferred from the Authority to the supplier with effect from service commencement date. The supplier must ensure it is kept up to date with authorisation of updates by the Authority's as Contract Manager.

## 7. Financial Appraisal

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The table below shows estimated costs for the project's implementation, assuming the approval of this full business case. It also includes project spend to date (correct as at 1 November 2013).

<b>Item</b>	<b>Cost / £</b>
Project spend to OBC:	56,943
Project spend to FBC:	61,409
Spend to date	118,352
<b>Estimated spend To Go-live</b>	
Project management costs	25,200
Technical subject matter expert	30,000
Decommissioning of equipment	4,000
Legal	65,000
Actuarial assessments	3,000
HR	25,000
Finance	6,000
<b>Total</b>	<b>276,552</b>

## 8. Project Approach

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In April 2013, Cabinet Resources Committee approved the OBCs recommendation to proceed to procure a fully outsourced CCTV service, with a view to returning to CRC in December with a recommended bidder. This section details the project management process as it was followed, along with the procurement process, project governance, key milestones and plan for mobilisation assuming approval of the business case.

### 8.1 Procurement milestones

Key Event	Date
Outline Business Case approved at Cabinet Resources Committee	April 2013
Official Journal of European (OJEU) notice with Pre-Qualification Questionnaire (PQQ) for CCTV Service published	29 May 2013
PQQ Submission deadline	2 July 2013
Invitation To Tender (ITT) documentation sent to qualifying bidders	1 August 2013
ITT Submission deadline	20 September 2013
Procurement Board decision on Procurement Report	5 December 2013
Cabinet Resources Committee (CRC) decision on FBC	16 December 2013
General Functions Committee	20 January 2014
Pension Fund Committee	18 March 2014
Go-Live date for new CCTV service	1 April 2014

The Procurement Report that explains the process followed and outcomes in detail can be found at Appendix 1 – Procurement Report.

In summary, OCS Group UK Ltd achieved the highest combined evaluation scores of all the compliant bids that were submitted during the ITT evaluation phase (having first passed the financial and compliancy tests at the PQQ stage). They have also agreed to the draft legal terms and conditions as submitted as part of the ITT documentation.

The table below (from the procurement report in Appendix 1) shows the final scores for the submitted bids at ITT stage, showing the strength of the OCS Group UK Ltd submission:

Supplier	Compliance	Technical Threshold Result	Quality Score 60%	Price Score 40%	Combined Total Percentage Score	Rank for Compliant Bidders
OCS Group UK Limited (Supplier B)	PASS	PASS	52.71	25.38	78.09	1
Supplier C	PASS	PASS	48.85	20.51	69.36	2
Supplier A	PASS	PASS	54.11	13.95	68.06	3
Supplier D	PASS	PASS	36.16	19.49	55.65	4

## 8.2 Project Governance and Roles

The project will fall under the overall internal programme governance arrangements for One Barnet. This provides an established mechanism for decision-making and issue escalation, including reporting into the Strategic Commissioning Board (One Barnet programme board). The Director for Place will be the project lead within the SCB.

The Safer Communities Partnership Board will also be kept informed of the process through regular project updates.

## 8.3 Project Roles and Responsibilities

Role	Key responsibilities
Strategic Commissioning Board	<ul style="list-style-type: none"> <li>• Sign off of Outline and Full Business Cases and committee reports</li> <li>• Sign off of recommended tenderer</li> </ul>
Director for Place	<ul style="list-style-type: none"> <li>• Sign off for specification</li> <li>• Link to Strategic Commissioning Board.</li> </ul>
Project Board	<ul style="list-style-type: none"> <li>• Monitoring and control of progress against key milestones</li> <li>• Sign off of PID, approval of change requests</li> <li>• Sign off of key outputs as appropriate.</li> <li>• Resolution of issues/ blockages raised to the board as appropriate</li> <li>• Review of significant project risks and mitigation plans</li> </ul>

<p>AD Community Wellbeing (Sponsor)</p>	<ul style="list-style-type: none"> <li>• Senior responsibility for development, ownership and continuation of project business case(s)</li> <li>• Management of relationships with senior stakeholders – including briefing the lead member and Director of Place as required.</li> <li>• Resolution of issues/ blockages reported by One Barnet Project Manager.</li> <li>• Effective communication between the project and commissioning group</li> <li>• Formal closure</li> <li>• Post project review</li> </ul>
<p>Head of Community Safety/ CPG Manager &amp; team (Senior User)</p>	<ul style="list-style-type: none"> <li>• Definition of service outcomes and requirements, in support of the Safer Communities Partnership Strategy and community safety service plans.</li> <li>• Management of change process for the CCTV service</li> </ul>
<p>HR Business Partner</p>	<ul style="list-style-type: none"> <li>• Lead responsibility for implementing business change process.</li> </ul>
<p>Legal</p>	<ul style="list-style-type: none"> <li>• Legal resource to support development of ITT</li> <li>• Contract development</li> </ul>
<p>Procurement lead</p>	<ul style="list-style-type: none"> <li>• Advice and support with procurement process (specification/ tender documents/ evaluation process)</li> </ul>
<p>Partner Lead: Police</p>	<ul style="list-style-type: none"> <li>• Contribution to the specification of service outcomes and partner Service Level Agreements.</li> <li>• Definition of ANPR requirement and ensuring link up with metropolitan police ANPR facility.</li> </ul>
<p>Project Manager / Assistant Project Manager</p>	<ul style="list-style-type: none"> <li>• Project Management of procurement and business change process.</li> <li>• Escalation of blockages and issues to the sponsor</li> </ul>
<p>One Barnet Programme Office</p>	<ul style="list-style-type: none"> <li>• Reporting to One Barnet Programme Board (CDG)</li> <li>• Support to the Project manager to identify interdependencies and cross-cutting programme level risks.</li> <li>• Quality assurance of project management documentation</li> </ul>

#### 8.4 Project Risk Management

Project risks are managed in line with Council's overall approach to risk management. Risks are recorded and managed through the Council's central risk register JCAD and reported to Strategic Commissioning Board on a regular basis.

The key risks identified for the delivery of the mobilisation phase are shown below.

Risks	Mitigation
<p>Legal challenge impacts upon the delivery of project benefits</p>	<p>The potential for legal challenge is a standard risk in any procurement process. The project and procurement have been conducted in line with legislative and best practice guidelines and as such the Council is confident in its ability to defend any claims</p>
<p>Service level agreements (SLAs) and key performance indicators (KPIs) are not sufficiently defined impacting Barnet's ability to hold suppliers to commitments from transfer of service.</p>	<p>Work is underway to complete baseline data on KPIs and to confirm SLAs for the service.</p>
<p>Inadequate breach of Public Sector Equality Duty and/or Council's obligations under the Human Rights Act</p>	<p>EIAs performed. The Council has imposed contractual obligations and will continue to monitor the contract with regard to its potential impacts and ensure appropriate publicity and the remits of any consultation are taken into account before deciding whether or not to approve any change in service.</p>
<p>Challenge during the Alcatel period prevents contract signature and mobilisation until challenge is answered. This will extend timescales for transfer of service indefinitely.</p>	<p>The Council has undertaken the procurement of CCTV service according to the Council's Contract Procedure Rules and the Public Contracts Regulations 2006. All precautions have been taken to ensure a fair and transparent process for both short-listed bidders and to minimise the risk of challenge at preferred bidder stage.</p>
<p>Due diligence undertaken by preferred bidder identifies additional scope to service which has an impact on service transfer times or cost.</p>	<p>In scope services have prepared detailed output specifications which describe the services, processes, third parties and legislation.</p> <p>The specifications have been generated by the service and approved by Service Leads who are at Head of Service, or Assistant Director level.</p> <p>Council generated output specifications have been used as the basis of the evaluation of bidders proposed service solutions.</p>



<b>Risks</b>	<b>Mitigation</b>
Due diligence activities coupled with preparations to transfer service will put pressure on business as usual activities or the Council's ability to properly execute mobilisation activities.	A mobilisation team has been identified which is largely staffed from the new retained client organisation. Where further resources are needed to supplement either capability or capacity on a short term basis, contract staff will be deployed.
Mobilisation timescales are exceeded impacting service transfer on the 1st April.	The Council's preparation for mobilisation will start from the announcement of Preferred Bidder and will formally commence following the end of the Alcatel period. This allows a full three months for joint Council and Recommended Bidder mobilisation activities which is in line with recommendations.
Financial baseline update adversely impacts contract	The Council retains the ability to require a change in the services as a consequence of budgetary or other constraints

## 8.5 Project plan for mobilisation

### 8.5.1 Key LBB Governance Dates

<b>Task Name</b>	<b>Start</b>	<b>Finish</b>
Strategic Commissioning Board	12/11/13	12/11/13
Procurement Board	4/12/13	04/12/13
Cabinet Resources Committee	16/12/13	16/12/13
General Functions Committee	20/01/14	20/01/14
Call-in period, contract award and standstill	17/12/13	27/01/14
Pensions Fund Committee	18/03/14	18/03/14
Go-live	1/04/14	1/04/14

## **Human resources implications**

Assuming the recommendation put forward in this full business case is accepted at Cabinet Resources Committee on the 16 December 2013, the following activities are scheduled for Human Resources to ensure that the TUPE transfer of staff to the new provider can occur ahead of the proposed go-live date of 1 April 2014.

HR will facilitate the following activities with support from key stakeholders as necessary:

- Confirm measures with OCS Group UK Ltd HR lead to ensure they can be communicated to staff in late January 2014.
- Current staff and managers 1:1 sessions to run till the end of January.
- Change and me workshops for staff to be made available for period up to go-live (along with HR surgeries and TUPE workshops for staff).
- Following General Functions committee (GFC) 20 January 2014, formal consultation to begin.
- Three tri-partite sessions (January, February and March) with trade unions, OCS and Barnet HR.
- Pensions report (including up to date actuarial information) to pensions committee 18 March 2014
- Following GFC, transactional activities including (but not limited to):
  - Data cleanse ahead of transfer.
  - Arrange for the issuing of P45s.
  - Bank detail confirmation and transfer (all contractual issues).
  - Due diligence – staff data and any request from the recommended bidder (employee liability information) data transfer.

## **9. Dependencies**

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- The legal service to support the final stages of procurement and deliver the contract.
- Customer and Support Group for provision of project management, HR, ICT, finance roles.
- OCS have indicated a number of POPs (Points of Presence) in the design for the new camera infrastructure. These POPs will include the installation of equipment on a number of buildings within the borough, and will require the permission of property owners. The proposed site survey on contract award will identify which buildings will be affected, and the building services team will need be involved in securing permissions.
- Definition of camera locations by the service and police (feeding in consultation feedback).

## Appendix 1 – Purpose of CCTV in Barnet

Outcome	Local Evidence	National Evidence
Prevent crime & ASB	<ul style="list-style-type: none"> <li>• Larger reduction in vehicle crime, violence - ABH &amp; assault in areas where CCTV cameras are located as compared with other areas in the Borough without CCTV.</li> <li>• However, CCTV makes almost no impact at on Residential Burglary, theft of motor vehicle at the moment.</li> <li>• Police view that CCTV has a positive impact on reducing crime and have strong case studies to show serious crime convictions that relied on CCTV evidence (see Appendix A)</li> </ul>	<ul style="list-style-type: none"> <li>• Home Office study 6/13 schemes showed a reduction but not conclusive (Gill&amp; Spriggs, 2005)</li> <li>• CCTV is most effective in deterring shoplifting and vehicle theft (Griffiths, 2002)</li> <li>• Deterrence effect of CCTV on anti-social behaviour (Mazzerole, Hurley and Chamlin, 2002):</li> <li>• Initial deterrence effect may fade with time which may be linked to initial media coverage (Scottish government paper, 2009)</li> <li>• CCTV is more effective in sites with limited and controlled access points, such as entrances and exits to the area (Gill&amp; Spriggs, 2005)</li> </ul>
Solve crime & ASB	<ul style="list-style-type: none"> <li>• 1,000 incidents a year monitored and captured                             <ul style="list-style-type: none"> <li>• Antisocial Behaviour &amp; Violence (44%)</li> <li>• Fraud and Theft (22%)</li> <li>• Environment related (8%)</li> <li>• Road Traffic Accident incidents (13%) – some used by insurance companies in civil proceedings to combat fraudulent claims.</li> <li>• Vulnerable Persons (8%)</li> </ul> </li> <li>• Captures 1/5 crimes reported to the police in CCTV areas (source: Cabinet briefing report).                             <ul style="list-style-type: none"> <li>• Of these, 40% of released to the police as evidence</li> <li>• Of these, 50% result in a sanctioned detection i.e. a prosecution or a warning</li> </ul> </li> <li>• Based on above, CCTV is implicated in crime resolution of about 200 crimes per year (small proportion of overall crimes).</li> </ul>	<ul style="list-style-type: none"> <li>• CCTV positive impact on detection rates in Cambridge (Farrington, Bennett and Welsh, 2007)</li> <li>• Increased detection (but not prevention) of violent crime – led to decrease in severity of outcomes in terms of injury (Sivarajasingham, Shepherd and Matthew, 2003)</li> <li>• Benefits from increased detection – prevents incidents from escalating, reduced time on investigations (Levesley and Martin, 2005 &amp; Owen and Gill)</li> </ul>

## CCTV Service Full Business Case V1

	<p>The police estimate that CCTV results in approximately 3 arrests per week,</p> <ul style="list-style-type: none"> <li>• 62% incidents reported by the police via the radio link</li> <li>• 36% proactively detected by operators. This split is reasonably constant across crime types but proactive monitoring accounts for 80% of environment related incidents such as fly tipping, graffiti, fly posting, hazards, defects and about 70-75% for Drugs and ATM incidents</li> </ul>	
Reduce fear of crime & ASB	<p>Residents' survey 2011 indicate CCTV makes a significant contribution to public perception of safety:</p> <ul style="list-style-type: none"> <li>• 70% of residents believe that CCTV makes them feel safer</li> <li>• 67% of residents agreed that CCTV was a good use of public money</li> <li>• 63% of residents would like to see CCTV extended across the borough</li> <li>• 56% of residents believed that CCTV reduces the amount of crime</li> <li>• 23% of residents believed that CCTV was an intrusion into privacy</li> </ul>	<ul style="list-style-type: none"> <li>• 94% surveyed before installation supported town centre CCTV (majority because it made them feel safer. (Gill and Bryan, 2005)</li> <li>• "clear conclusion that the installation of CCTV has the desirable benefit of increasing public feelings of safety" – Scottish Government paper, 2009)</li> </ul>
Business Continuity / Emergency planning		<ul style="list-style-type: none"> <li>• Lawrence Fenelly, 2003;</li> <li>• Recommended use of CCTV in emergencies (organisation level) – to cover evacuation routes etc</li> <li>• CCTV to protect assets</li> <li>• Enables emergency services to see from a remote location what is happening and how to prioritise effectively</li> </ul>

## **Appendix 2 – Camera Locations identification**

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### **Camera Locations**

The Council's CCTV camera infrastructure is currently comprised of 131 CCTV cameras across the borough. The CCTV team, in association with the police's Business Intelligence Unit, are in the process of determining whether all of these cameras are located in optimum positions.

Following a data audit conducted by the CCTV team, it is estimated that 20-30 cameras in the existing infrastructure are performing sub-optimally. In order to assess where these cameras could be more effectively positioned, the CCTV team and the police are basing their decisions on the following criteria and data sources:

- List of crime types against which CCTV is likely to be most effective in helping us prevent, identify, catch and convict.
- List of Barnet hotspots over the latest two year period broken down into crime types aligned to above. A direct comparison (including trend) allows us to plan those locations that would benefit from permanent monitoring and any that would benefit from seasonal monitoring (i.e. those areas with seasonal spikes or aligned to seasonal action plans such as winter burglary).
- List of current camera locations (including initial deployment rationale) with performance breakdown for each of the cameras over the latest 2-year period. Supports above in identifying those current locations we would like to retain.
- Outcomes from public consultation.

A complete list of both existing locations and desired camera locations will be communicated to the recommended bidder following the publication of this business case, in order to allow OCS to complete their site surveys for the planned infrastructure.

In determining the locations of CCTV cameras, results of the public consultation on camera locations will be used as supporting evidence to facilitate decision making on camera locations. This consultation process formally closes on 8<sup>th</sup> November 2013, having run for eight weeks.