



## Community Leadership and Libraries Committee

6<sup>th</sup> October 2021

<b>Title</b>	<b>CCTV strategic review &amp; procurement of new service contract</b>
<b>Report of</b>	Chairman of the Community Leadership and Libraries Committee
<b>Wards</b>	All
<b>Status</b>	Public
<b>Urgent</b>	No
<b>Key</b>	Yes
<b>Enclosures</b>	Appendix 1: CCTV – Outline Business Case
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### Summary

This report provides the Outline Business Case (OBC) setting out the strategic review of Barnet's Community Safety CCTV requirements and the procurement for new CCTV contracts for the Community Safety Team and the Libraries Service.

### Officers Recommendations

1. To approve the CCTV Outline Business Case (OBC) and to start the procurement process for a CCTV monitoring and maintenance services contract for the Community Safety Team and Library Service, and new CCTV technology procurement for the Community Safety Team, as per the Procurement Forward Plan.
2. To note that a strategic review of Barnet's Community Safety CCTV requirements will be undertaken and reported to this committee for review and

approval as part of a Full Business Case (FBC).

3. To approve delegated authority to the Executive Director, Assurance and the Executive Director, Children and Young People in consultation with the Committee Chairman to approve a revised Outline Business Case (OBC) prior to a Full Business Case (FBC). This will include outcomes from the strategic review which require initiating in advance of the Full Business Case (FBC).
4. To approve the proposed Member consultation and engagement model set out in section 5.9 (and the Outline Business Case) which details the principles and processes to consult with Members on the both the Community Safety strategic review and the decision-making process for future Community Safety CCTV deployment.

## 1. WHY THIS REPORT IS NEEDED

- 1.1 The Assurance Group has expanded its' remit to drive forward the corporate priority, taking responsibilities for additional enforcement, assurance and improvement responsibilities. Our main vision for Clean, Safe and Well Run is: A place where our streets are clean and anti-social behaviour is dealt with so residents feel safe. Providing good quality, customer friendly services in all that we do.
- 1.2 This report provides a detailed approach to Assurance Group's planned developments to ensure it supports the corporate priority of Clean, Safe and Well Run through the responsibility for additional enforcement, specifically CCTV. This report provides the detailed approach outlined in summary in the report to the Policy and Resources Committee in September 2021.
- 1.3 This report also includes the Library Service as part of a co-ordinated cross-services approach to the procurement of a new CCTV contract. The inclusion of the Library Service is to be determined following the further benefit analysis.
- 1.4 On the 20<sup>th</sup> July 2021 the Policy and Resources committee approved the use of Strategic Community Infrastructure Levy (CIL) to contribute towards the Council's priority capital projects subject to the production and approval of required Business Cases through the appropriate governance and theme committees. An amount of £730,000 of capital expenditure for CCTV was approved.
- 1.5 On the 27<sup>th</sup> July 2021 the Capital Strategy Board (CSB) approved the use of £730,000 to be utilised as capital investment for the CCTV programme, as set out in the Policy and Resources report.
- 1.6 On the 16<sup>th</sup> June 2021 the Policy and Resources committee approved an increase in CCTV revenue budget for the Community Safety Team as part of the Barnet Plan by £170,000 to fund increased CCTV staffing and operational coverage as part of the Barnet Plan initiatives.
- 1.7 This report presents the Outline Business Case to the Community Leadership & Libraries Committee for approval (see appendix 1). This report asks the committee to note that a full review of Barnet's strategic community safety CCTV requirements will be undertaken and reported to this committee for review and approval as part of a Full Business Case (FBC).
- 1.8 The Procurement Forward Plan 2021-2022 includes the procurement of new CCTV technology and service contracts. A new contract is required to come into effect once the extended contract term comes to an end in May 2022. This report requests approval to start the procurement process for a CCTV services contract and new CCTV technology for the Community Safety Team and Library Service. The Full Business Case (FBC) will include a procurement recommendation for the committee to review and approve.

- 1.9 This report also requests approval for delegated authority to the Executive Director, Assurance and the Executive Director, Children and Young People in consultation with the Committee Chairman to approve a revised Outline Business Case (OBC) prior to a Full Business Case (FBC). This will include outcomes from the strategic review which require initiating in advance of the Full Business Case (FBC). The strategic review will provide further information which will require decisions prior to the Full Business Case (FBC). For example:
  - 1.9.1 A decision to extend the current CCTV monitoring & maintenance service contract beyond 31<sup>st</sup> May 2022 to align with the start of the new contract awarded.
  - 1.9.2 A decision to build the new CCTV control room in the Colindale Office on Bristol Avenue to ensure the facility is ready for installation and removing the risk of causing a delay in project delivery.
  - 1.9.3 Other outcomes from the strategic review which are reflected in a revised Outline Business Case (OBC) which require decisions prior to the Full Business Case (FBC).

## **2. REASONS FOR RECOMMENDATIONS**

- 2.1 To detail the approach to assess the Barnet CCTV strategic requirements for the Community Safety Team and Library Service, the re-procurement of CCTV services and the procurement of new CCTV technology.

## **3. ALTERNATIVE OPTIONS CONSIDERED AND NOT RECOMMENDED**

- 3.1 None. The current contract with OCS Group UK Ltd has expired and been extended beyond the approved extension period. A new procurement is therefore required to ensure that the Council has a robust CCTV system that meets current and future requirements and is compliant with the Contract Procedure Rules.
- 3.2 The current Community Safety CCTV technology is end-of-life (over 7 years old) and requires replacement through this procurement process.
- 3.3 A strategic review of Barnet's Community Safety CCTV requirements needs to be undertaken to inform the procurement process.

## **4. POST DECISION IMPLEMENTATION**

- 4.1 The procurement process will be commenced.
- 4.2 The strategic review will be undertaken and a revised Outline Business Case (OBC) will be produced and outcomes from the strategic review which require initiating in advance of the Full Business Case (FBC) will be reviewed and approved by the delegated authority to the Executive Director, Assurance in consultation with the Committee Chairman.

- 4.3 A Full Business Case (FBC) will be brought back to this committee to review the progress of the revised Outline Business Case (OBC), the recommendations of the strategic review and the evaluation of the tenders through the procurement process with a recommendation for contract awards for new CCTV technology and CCTV service contracts.

## **5. IMPLICATIONS OF DECISION**

### **5.1 Corporate Priorities and Performance**

- 5.1.1 The programme will contribute to the council's 2021-2025 Barnet Plan priority - Clean, safe and well run – specifically the commitment for the use of CCTV in addressing issues such as anti-social behaviour, youth offending, environmental crime and working with partners such as the Metropolitan Police. A strategic review of Barnet Community Safety CCTV requirements will feed into the procurement process.

### **5.2 Resources (Finance & Value for Money, Procurement, Staffing, IT, Property, Sustainability)**

- 5.2.1 The procurement was included in the 2021/22 Procurement Forward Plan as item number 7 – Security Contract - £1,500,000 and item number 245 – CCTV monitoring and maintenance (Libraries) - £140,000.

- 5.2.2 The use of Strategic CIL to fund the capital cost of implementation of the new CCTV system was approved by Policy & Resources Committee on the 20<sup>th</sup> July 2021. £730,000 of Capital Expenditure has been funded through the use of the Strategic Community Infrastructure Levy (CIL) and subject to the production of required Business Cases and sign-off through the relevant themed committee (in this case the Community Leadership & Libraries Committee).

- 5.2.3 A section 106 capital expenditure amount for £52,762 for CCTV has been approved as part of the budget.

- 5.2.4 On the 16<sup>th</sup> June 2021 the Policy and Resources committee approved an increase in CCTV revenue budget for the Community Safety Team as part of the Barnet Plan by £170,000 to fund increased CCTV staffing and operational coverage as part of the Barnet Plan initiatives.

5.2.5 The capital and revenue costs are outlined below:

Revenue Costs				
Service	Current Costs £	Estimated Costs £	(Increase) / Decrease £	Commentary
Libraries	136,394	<b>110,000</b>	26,394	The new contract will seek to reduce monitoring and maintenance costs for libraries
Community Safety	457,606	<b>627,606</b>	<b>(170,000)</b>	Funding for increased CCTV staffing and operational coverage. Agreed at P&R 16/06/21
<b>Total Revenue Costs</b>	<b>594,000</b>	<b>737,606</b>	<b>(143,606)</b>	

Capital Costs		
Funding Programme	£	Commentary
Strategic CIL	400,000	Relocation of CCTV Control Room to Bristol Avenue
Strategic CIL	300,000	Review CS CCTV infrastructure & coverage and CCTV consultant
Strategic CIL	30,000	CS CCTV Pilot Outcomes – increase mobile deployable reactive CCTV
<b>Total Strategic CIL</b>	<b>730,000</b>	TOTAL STRATEGIC CIL ALLOCATION
<b>Total S106</b>	<b>52,762</b>	Planning application H/00342/09 - CCTV Colindale (CS)
<b>Total Capital Costs</b>	<b>782,762</b>	

TOTAL COST ANALYSIS - FOR PROCUREMENT		
Cost	£	Commentary
Total Revenue Costs	3,688,030	Combined Annual Revenue - (3-year contract and 2-year extension) = 5 years
Total Capital Costs	782,762	Total Capital Costs
<b>Total Contract Value</b>	<b>4,470,792</b>	

### 5.3 Legal and Constitutional References

- 5.3.1 CCTV sits within 'Community Safety' in Barnet's Constitution, which is included in the Terms of Reference of CLLC: [Article 8 – Regulatory and other committees \(moderngov.co.uk\)](https://www.moderngov.co.uk/legislation/article/8).
- 5.3.2 The Barnet Contract Procedure Rules must be complied with and authorisation for a new procurement at this stage must comply with these rules meaning there must be the provision of a relevant Theme Committee Report or inclusion on the Procurement Forward Plan.
- 5.3.3 A fully compliant tender process must be followed complying with all the relevant rules of the Public Contracts Regulations 2015.

## 5.4 Insight

- 5.4.1 A specialist CCTV consultant has been engaged to assist with the strategic review and the procurement process (Global MCS).
- 5.4.2 The Community Safety insight and data analytics team have been engaged to produce an analysis of reported issues and crimes. This will provide a detailed thorough map of potential locations to analyse for potential Community Safety CCTV deployment and review the current CCTV camera deployment.

## 5.5 Social Value

- 5.5.1 The procurement will contain contract award criteria requiring weighting of 10% Social Value which is the standard Barnet criteria. The project is also engaging with the Barnet Business Skills and Employment service to look at opportunities for social value.

## 5.6 Risk Management

- 5.6.1 Full governance is in place to review and approve this project, and the Barnet Project Management methodology and Capital Delivery project procedures will be utilised.
- 5.6.2 The project is also using the approved Barnet Risk Management Framework to identify, analyse and respond to project risks.
- 5.6.3 The following table is a summary of the most significant project risks:

Description	Impact	Likelihood	Risk Treatment
<b>Managing Contract handover and projected service gap</b> – there is a risk that the new contract is not implemented before the current contract expires, and that a seamless transition occurs (if the current provider does not win or participate in the new tender). A decision on this will be required before the Full Business Case (FBC)	4	3	<b>Treat</b> <ul style="list-style-type: none"><li>• Seek a contract extension with the current service provider</li><li>• Review a handover &amp; exit plan with the current service provider</li><li>• Investigate emergency back-up providers for short term service provision</li><li>• Seek approval to extend the contract before the Full Business Case (FBC)</li></ul>
<b>New CCTV control room in Colindale</b> – if governance requires an approved Full Business Case (FBC) there is a risk that it is not built for go-live with the new contract	4	3	<b>Treat</b> <ul style="list-style-type: none"><li>• Seek approval to build the new CCTV control room before the Full Business Case (FBC)</li></ul>
<b>Capital Funding</b> – it is 7 years since the Council undertook Community Safety CCTV investment. The investment estimate has been taken quickly due to time constraints and may prove inadequate	4	3	<b>Treat</b> <ul style="list-style-type: none"><li>• The strategic review will identify funding gaps and provide options to be considered</li></ul>

## **5.7 Equalities and Diversity**

5.7.1 The project undertakes that all tenders are reviewed for their Equalities and Diversity policy as part of the procurement process. This will form part of the social value criteria.

## **5.8 Corporate Parenting**

5.8.1 In 2016 the government developed a set of corporate parenting principles. These are:

- to act in the best interests, and promote the physical and mental health and well-being, of those children and young people.
- to encourage those children and young people to express their views, wishes and feelings.
- to consider the views, wishes and feelings of those children and young people.
- to help those children and young people gain access to, and make the best use of, services provided by the local authority and its relevant partners.
- to promote high aspirations, and seek to secure the best outcomes, for those children and young people.
- for those children and young people to be safe, and for stability in their home lives, relationships and education or work
- to prepare those children and young people for adulthood and independent living

5.8.2 The library service supports these principles by providing a wide range of resources, services and activities for all children and young people in Barnet as well as specialist library cards for practitioners such as foster carers and social workers. The provision of a new CCTV monitoring and maintenance contract for the service will ensure that this work can continue uninterrupted throughout all opening hours.

## **5.9 Consultation and Engagement**

5.9.1 The Community Safety Team will consult with the Metropolitan Police during the strategic review, specifically on the Community Safety CCTV provision.

5.9.2 The Community Safety Team proposes to provide for a consultation strategy with residents after the strategic review, specifically on the Community Safety camera estate.

5.9.3 The Member consultation process for Community Safety CCTV is proposed as follows:

- Consultation and input into the CCTV strategic review, specifically the Community Safety camera estate, to inform the Final Business Case
- A process to provide Members with input into the decision-making process for the future deployment of additional Community Safety CCTV coverage

To achieve this the following guiding principles are proposed:

<b>CCTV Deployment Guiding Principles</b>	
<b>Principle</b>	<b>Summary</b>
<b>Camera Operational Requirement is justified</b>	These must be evidence-based and intelligence-led linked to location and surveillance objectives (using crime statistics and incident reporting). There will be a risk assessment undertaken of the site. Photos of the proposed specific location with CCTV camera marked where it will be sited are required for this
<b>Camera Primary view and purpose is defined</b>	Detailed account of the views captured by the camera is required (street and building descriptions).
<b>Surveillance Objectives: the camera must meet the requirements of the Surveillance Camera Code of Practice 2013 and the Protection of Freedoms Act 2012</b>	A relevant authority must follow has duty statute and guidance in the code when it considers the future deployment or continued deployment of surveillance camera systems to observe public places may be appropriate. For example: •Prevention and detection of crime and ASB •Apprehension and prosecution of offenders •Gathering evidence to support judicial proceedings
<b>Privacy Risks: the camera must meet the requirements for GDPR and the Data Protection Act 2018</b>	Large scale, systematic monitoring of public areas by CCTV is considered 'high risk processing' in GDPR and Data Protection Act 2018. All processing must be fully justified and assessed for any risks to the privacy of those affected. Appropriate mitigation measures must be applied, as necessary. Transparency and accountability when using CCTV in public space is paramount.
<b>The CCTV Camera must be able to be installed appropriately and in a cost effective manner</b>	The assessment of requirements must include: - Mounting - Power supply - Transmission type (e.g. Wireless) - Wayleaves (if required) - CCTV signage - Camera Type & suitability for the location - Recording Time & Retention Period - Estimated detailed cost for each element of the installation is required
<b>The CCTV camera must be able to connect to the CCTV control room (unless there are exceptional circumstances)</b>	The CCTV camera is required to be connected to the network to provide 24/7 monitoring where response can be provided in real-time. Stand-alone cameras are not connected to the network and therefore not monitored in the control room. They are reviewed periodically 'after-the-fact' and require resource to retrieve and view the images. A stand-alone camera should only be considered as an immediate response (redeployment of an existing asset) and as a temporary solution.

### **Consultation and input into the CCTV strategic review, specifically the Community Safety camera estate, to inform the Final Business Case**

The Community Safety Team will provide:

- Provide Members with an overview of the CCTV project and its objectives, specifically the objectives of the strategic review
- Provide Members with maps reporting a Borough analysis of crime hotspots and the current Community Safety CCTV camera estate, and a set of proposed locations for review of Community Safety CCTV deployment (using the proposed principles)
- Consult with Members views on these proposed camera locations, and assess proposed additional or alternative locations (using the proposed principles)
- The completed strategic review of the Community Safety camera estate will be reported back to Members, with the options considered for the Full Business Case and the preferred option
- The preferred option will be driven by priority and the capital funding available

**The process to provide Members with input into the decision-making process for the future deployment of additional Community Safety CCTV coverage**

The Community Safety Team have structured their organisation to align with the Area Committee structure and within that the Wards through the allocation of Ward Officers and Team Leaders (aligned by Area Committee).

It is proposed that Members follow the proposed process in the table below:

Process	Responsible	Recipient	Description	Timing
<b>Issue Raised</b>	Member	Community Safety Officer & Area Committee Lead Officer	Member provides description of the issue, location and concerns they consider require officer review. Each Area Committee CST and Lead Officer will be introduced to members. Members should be raising community safety issues in general, and issues considered suitable for a CCTV response may include (for guidance): •Prevention and detection of crime and ASB •Apprehension and prosecution of offenders •Gathering evidence to support judicial proceedings	No constraint
<b>Issue Investigation</b>	Community Safety Team (CST)	Member	- CST undertake a desk-top evidence-based and intelligence-led initial review of the site to discover existing facts before a site-visit - CST will undertake a site visit with the Member and relevant stakeholders to assess the site discuss the issues raised and perceptions - CST will determine a risk rating for the location based on the assessment undertaken - CST will assess if the issue requires an intervention, and the appropriate response from the enforcement portfolio (e.g. CCTV, uniformed patrol, increased lighting, access review)	Agreed with the Member
<b>Recommendation</b>	Community Safety Team (CST)	Member	- CST will recommend the Community Safety response to address the issue (from the range of the enforcement portfolio) - If no response is recommended, CST will ensure that the issue is logged and the location monitored for future review	At the end of the agreed review period
<b>CCTV Recommendations</b>	Community Safety Team (CST)	Member	- If CCTV is the recommended response, CST will identify the appropriate camera deployment option and the costs - CST will also advise if the recommendation requires additional funding	At the end of the agreed review period
<b>Implementation (if no AC funds required)</b>	Community Safety Team (CST)	Member	- Funded CCTV schemes are incorporated into the works programme for delivery - Implementation updates and completion are reported back to the Member	Timelines assessed at the time
<b>Funding (if AC Funds required)</b>	Member	Area Committee	- CST will assist the Member to draft a Members item with the CCTV proposal and provide required support to the Area Committee for CIL Funding (along with the AC Lead Officer) - Area Committee make the decision on funding	Area Committee Meeting Deadlines
<b>Implementation (funded by Area Committee)</b>	Community Safety Team (CST)	Area Committee	- Approved Area Committee CCTV schemes are incorporated into the works programme for delivery - Implementation updates and completion are reported back to the Area Committee and the Member	According to delivery timelines

## 6. BACKGROUND PAPERS

- 6.1 Policy & Resources Committee, 20 July 2021, Strategic Community Infrastructure Levy (CIL) Allocations: [Agenda for Policy and Resources Committee on Tuesday 20th July, 2021, 7.00 pm \(moderngov.co.uk\)](#) Approved the proposed use of Strategic CIL to contribute towards the following capital projects subject to the production and approval of required Business Cases through appropriate project governance.
- 6.2 Policy & Resources Committee, 8 December 2020, Annual Procurement Forward Plan 2021/22: [Agenda for Policy and Resources Committee on Tuesday 8th December, 2020, 6.00 pm \(moderngov.co.uk\)](#)
- 6.3 Decision of the Executive Director for Assurance, CCTV Contract Governance, 30 July 2021: [Decision - Extension of CCTV Contract \(moderngov.co.uk\)](#)
- 6.4 Policy and Resources Committee 16 June 2021, Business Planning 2022-26: [A4 Letterhead \(moderngov.co.uk\)](#) Approved the Community Safety CCTV revenue budget increase