

Project Business Case

(CCTV – Outline Business Case)

Name:	Graeme Clayton
Job Title	Project Manager
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1. Introduction - Business Drivers

Barnet’s Community Safety CCTV service makes an important contribution towards delivering The Barnet Corporate Plan – Clean, Safe and Well Run. Specifically addressing issues of anti-social behaviour, violent and environmental crime and partnering with the Metropolitan Police to do so. The presence of CCTV also has a significant positive impact on residents’ perception of safety. For the Library Service, CCTV monitoring provides security arrangements and welfare assurance for residents who are entering and using our libraries, in particular supporting self-service arrangements.

<p>Business Problem</p>	<p>Barnet’s current Community Safety CCTV service has the following considerations:</p> <ul style="list-style-type: none"> • The current CCTV monitoring & maintenance contract expired in May 2021, and has been extended to May 2022 to allow a new contract to be procured and awarded • The current Community Safety CCTV monitoring equipment was installed as part of the previous contract, and is now over 7-years old and recognised as end-of-life and obsolete • The CCTV Control Rooms for the Community Safety Team and Library Service are in separate locations and outside the borough, they are operated independently, and the contracts were priced separately. • The current Community Safety CCTV camera estate requires a strategic review to confirm requirements and engage stakeholders in this process (Members, residents and the Metropolitan Police) • The Community Safety team currently operate a CCTV control room monitoring service for 16 hours per day (12pm-4am daily). The operating model should consider a 24-hour monitoring service • The current Libraries CCTV monitoring hours and camera estate are fit-for-purpose, covering all sites and all self-service hours from 7am-10pm. In line with the conclusion of the existing contract the Library Service requires a new CCTV monitoring and maintenance contract.
<p>Project Scope</p>	<p>This project will consider CCTV services for Community Safety and Libraries as follows:</p> <ul style="list-style-type: none"> • Strategic business requirements for CCTV monitoring: <ul style="list-style-type: none"> ○ CCTV Control Room – the room’s location and the current and future capability requirements ○ Community Safety CCTV Camera Estate – review of operational requirements ○ CCTV Network Connectivity - including wireless and fibre cable options • Technical requirements to provide the input for tender specifications in the procurement of new technology

	<ul style="list-style-type: none"> • The number of Community Safety CCTV cameras • The coverage the Barnet Community Safety CCTV estate provides • The operating hours of the CCTV control room monitoring service • The potential to combine the monitoring of library CCTV cameras in a joint control room with Community Safety. The viability of this will be assessed via further benefit analysis.
Project Products	<ul style="list-style-type: none"> • A completed CCTV Strategic Review with a set of recommendations • A revised Outline Business Case with a set of recommendations • A Full Business Case with a recommended option(s) for contract awards from the procurement process • A purpose-built CCTV Control Room in Colindale – future-proofed build
Business Benefits	<ul style="list-style-type: none"> • Purpose built CCTV Control Room in Colindale – improved command & control, service coordination and contract management • Upgraded technology and more flexible CCTV deployment (particularly mobile flexibility) • Cost efficient CCTV contracts through a competitive procurement process • Future-proofed CCTV control room with ability to extend services in Colindale • Increased Community Safety CCTV camera estate linked to the CCTV control room • Increased CCTV control room monitoring operating hours to 24-hour • Improved engagement with Members (and through them Barnet residents) to review the Community Safety CCTV camera estate and engage with decisions on camera deployment • Improved engagement with the Metropolitan Police by locating CCTV Control Room in proximity to the Police Station • Reduce the Community Safety CCTV camera outages • Compliance with statutory and regulatory obligations
Business Outcomes	<ul style="list-style-type: none"> • Alignment with Barnet Corporate Plan 2021-2025 – Clean, Safe and Well-Run <ul style="list-style-type: none"> • CCTV as a preventative tool for ASB, environmental crime and violent crime • CCTV as a detective tool for crime, RTA's and as evidence in finding offenders & prosecutions • CCTV helps to reduce the fear of crime for residents

	<ul style="list-style-type: none">• CCTV enables libraries to operate effectively in self-service opening hours (SSO)• CCTV provides support during business continuity / emergency planning scenarios, providing visual support of locations to emergency services• VfM CCTV monitoring and maintenance contract with robust contract management• Reduction of CCTV service risk• Coherent CCTV strategy to communicate to stakeholders including Members, residents and the Metropolitan Police• Compliance with the legal and regulatory requirements required with CCTV surveillance
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2. Intelligence and Insight

It is proposed to produce a full benchmarking report for the Full Business Case.

Internally we can benchmark to the same exercise undertaken in 2013 which led to the award of the contract to OCS as a single supplier for both the CCTV capital investment into equipment, and for the service contract to provide CCTV monitoring and maintenance. OCS were awarded a 5-year contract (with a 2-year extension option).

Externally we can benchmark to neighbouring London Boroughs and a benchmarking exercise can be undertaken with peer groups and included in the Full Business Case.

The review will also engage with the Community Safety insight and data analytics team to produce an analysis of reported issues and crimes. This will provide a detailed borough map of potential locations to analyse for potential Community Safety CCTV deployment and review the current Community Safety CCTV camera deployment.

3. Options Considered

The outline business case considers 3 options:

- Do Nothing
- Build/Deliver the service in-house
- Outsource the monitoring service and procure technical components from one or more external suppliers

At this stage the outline business case recommends the option to outsource. The rationale is as follows:

- The Council are committed to the provision of CCTV monitoring. The service is already provided and is a commitment of the Barnet Corporate Plan. Doing nothing is not an option
- Barnet have no in-house capability to provide a CCTV monitoring service. Staff would have to be hired, trained and managed under employment contracts. There is a significant market of specialist contractors who provide this service. The Council will be able to select a vendor and manage a contract. This option will be more cost effective and require less management overhead than an in-house option

The recommendation to outsource will be reviewed through the procurement strategy and a recommended option provided in a Full Business Case.

4. Analysis - Five Theme Model

Central government’s Five Case Model provides a methodology for the preparation of public sector business cases, comprising five key dimensions - each of which is met by the project as follows:

<p>The Strategic Case</p>	<p>This project supports the Barnet Corporate Plan 2021-2025. Specifically, the priority – Clean, Safe and Well Run, and the commitment to address issues of anti-social behaviour, youth offending, environmental crime and working with key partners such as the Metropolitan Police. Community Safety CCTV is a key component in the approach to:</p> <ul style="list-style-type: none"> - Advise – by identifying contraventions - Mediate – engaging with those identified - Enforcement – allowing specialist investigation
<p>The Economic Case</p>	<p>This project proposes value for money in the following aspects:</p> <ul style="list-style-type: none"> • Efficient use of resources <ul style="list-style-type: none"> ○ Consolidates CCTV monitoring and maintenance service and the procurement of one contract. The new contract offers an opportunity to consider the consolidation of CCTV control rooms for Community Safety and Libraries. • Community & Social Value <ul style="list-style-type: none"> ○ The current Barnet Community Safety CCTV service is now not fit for purpose. It is expensive, is kitted with a number of end-of-life technology components, the service contracts have expired and are uncoordinated, the control room is out of borough and strategically unfit, and the CCTV deployment strategy requires a review of coverage and capability (particularly a strategic mobile reactive coverage). The project investment will address these issues and deliver a Community Safety CCTV service which has been developed to support future requirements ○ Emergence from lock down has seen an increase in violent crime, anti-social behaviour and environmental crime. Members have requested an increase in the Community Safety CCTV coverage in specific areas as a response to incidents. The CCTV strategic review is a coordinated response to Members’ concerns.
<p>The Commercial Case</p>	<p>A robust procurement strategy will be implemented to ensure value is achieved in all appointments.</p>

	<p>Following engagement with procurement and input from key partners and stakeholders, an approach will be determined which balances value with ensuring a quality, timely delivery.</p> <p>A specialist CCTV consultant, Global MSC, have been appointed to advise on the project including the provision of procurement services for a tender specification and assistance through the tender evaluation and appointment process,</p>
<p>The Financial Case</p>	<p>This project requires funding from Capital only for technology investment only.</p> <p>The Revenue funding will be provided from approved departmental budgets.</p> <p>This capital elements of this project will be funded by monies received from the Community Infrastructure Levy (CIL) and s106.</p> <p>The Council charges a Community Infrastructure Levy (CIL) for new developments within the borough. This levy is utilised to contribute to the required delivery of infrastructure resulting from growth.</p> <p>The funding for the project is set out in the Infrastructure Delivery Plan (IDP) as a project which will be supported by CIL funding, as set out in the Strategic CIL priorities.</p> <p>The Strategic CIL priorities for the Infrastructure Delivery Plan (IDP) has been agreed at Policy & Resources (P&R) Committee on the 20th July 2021, specifically £730k was agreed for Enforcement - CCTV.</p> <p>The Capital Strategy Board (CSB) have approved the CIL and s106 capital bids.</p>
<p>The Management Case</p>	<p>The project will be managed using Barnet’s Project Management methodology, developed from PRINCE2. A project Manager from the Capital Delivery team has been assigned to the project.</p> <p>The project is governed by a Steering Group set up – CCTV Steering Group, sponsored by Clair Green (Executive Director, Assurance). The Steering Group will provide updates and seek approval through the Community Leadership and Libraries Committee for the business case and the award of contracts.</p> <p>A technical CCTV consultant, Global MSC, has been appointed to provide specialist support, specifically in the development of the strategic requirements and the tender procurement process.</p>

5. Procurement Strategy

There are 3 options available:

- **Option 1** – In house / Direct delivery
- **Option 2** – Outsourcing to single external operator
- **Option 3** – Outsourcing to multiple external operators

The Council have no in-house experience capable of delivering the Monitoring and Maintenance service, and the normalised market model is for service contracts to be awarded to external vendors. The CCTV technology components will be sourced externally and will follow the same procurement process and be evaluated through the tender process on both a single and multiple supplier option.

The procurement process for the service contract will consider Options 2 and 3. Either option is likely to be based on a management contract, supported by a detailed services specification which links directly to the Council’s strategic priorities and contributes strongly to its strategic outcomes.

Procurement Option	Opportunities/Benefits	Risks
<p>Single External Operator</p>	<ul style="list-style-type: none"> • Operator takes commercial risk • Operator may take on full maintenance and lifecycle replacement risk • Opportunity to establish a secure, fixed revenue position as a result of a contractually binding fee structure with the operator • Operator will have strong commercial expertise and experience of delivering similar services • Operator will be contractually obliged to deliver the services in accordance with the Council’s strategic priorities, as set out within the contract specification. • The Council will be able to focus upon the strategic direction of the service and its contribution to local strategic outcomes without the burden of commercial and operational responsibilities • The Council will have a single point of contact and single contract to manage and oversee for the site • A single operator may be more focused on the Council as a client 	<ul style="list-style-type: none"> • Operator may decide to sub-contract elements of the services leading to more fragmented offer • Operator likely to take a ‘margin’ on the sub-contracted elements of the services

Procurement Option	Opportunities/Benefits	Risks
<p>Multiple External Operators</p>	<ul style="list-style-type: none"> • Operators take commercial risk • Operators may take on full maintenance and lifecycle replacement risk • The overall cost may be lower if there are no margins on sub-contracting • Operators will have strong expertise and experience of delivering similar services and will be well placed to provide a high-quality service that is professionally marketed and meets the needs of users – i.e. use specialist providers for each specialist requirement • Operators will be contractually obliged to deliver the services in accordance with the Council’s strategic priorities, as set out within the core requirements of the contract specifications • The Council will be able to focus upon the strategic direction of the service and its contribution to local strategic outcomes without the burden of commercial and operational responsibilities. 	<ul style="list-style-type: none"> • Overall offer likely to be more fragmented and greater potential for conflict between operators over shared use areas of the site, areas of shared responsibility etc. • Council would need to manage multiple operators working to different agreements (risk share, contract length, financial arrangements etc.) which has client-side resource implications • Risk of underperformance of specific operators and failure of certain elements

6. Costs & Funding

On the 20th July 2021, the Policy & Resources Committee approved the projects on the Infrastructure Delivery Plan to be prioritised for Community Infrastructure Levy (CIL) funding, including £730,000 allocated for Capital Costs per below, subject to sign-off by the relevant theme committee. The Capital Cost for the project was reviewed and approved at the Capital Strategy Board on the 27th July 2021.

Section 106 Funding of £52,762 (planning application H/00342/09) has been allocated for CCTV in Colindale. A funding bid has submitted to the Capital Strategy Board for approval.

The revenue costs for the project will be met out of the Community Safety Team and Libraries budget. The Community Safety Team annual CCTV budget has been increased in line with the Barnet Plan to fund additional Community Safety CCTV staffing and operational hours. The split of revenue costs between Community Safety and Libraries is outlined below.

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

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	CCTV CS Pilot Outcomes – increase mobile deployable reactive CCTV
Total Strategic CIL	730,000	TOTAL STRATEGIC CIL ALLOCATION
Total S106	52,762	Planning application H/00342/09 – CS CCTV Colindale
Total Capital Costs	782,762	

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
Total Contract Value	4,470,792	

A risk has been raised (see risk section) to acknowledge that the Outline Business Case has estimated the Capital Funding costs. The Full Business Case will contain the CCTV strategic review and will identify any funding gaps and propose options.

7. Risks

Risk will be managed according to Barnet Council’s risk management methodology. All risks identified at the start of the project have been included within a detailed risk register which will continue to be monitored and updated throughout the lifecycle of the programme.

The headline risks are outlined in the table below:

Description	Impact	Likelihood	Risk Treatment
Managing Contract handover and projected service gap – 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	Treat <ul style="list-style-type: none"> • Seek a contract extension with the current service provider • Review a handover & exit plan with the current service provider • Investigate emergency back-up providers for short term service provision • Seek approval to extend the contract before the Full Business Case (FBC)
New CCTV control room in Colindale – if governance requires an approved Full Business Case (FBC) there is a risk that the control room is not built in time for go-live with the new service contract	4	3	Treat <ul style="list-style-type: none"> • Seek approval to build the new CCTV control room before the Full Business Case (FBC)
Capital Funding – 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	Treat <ul style="list-style-type: none"> • The strategic review will identify funding gaps and provide options to be considered
Community Safety CCTV outage due to connectivity loss –. If the connection fails,	3	3	Tolerate – this is a business-as-usual risk that exists today. There are currently CCTV outages which

there is CCTV outage in the Enfield control room			are dealt with within acceptable time tolerances.
Community Safety CCTV outage due to component failure – the existing CCTV components are over 7-years old and obsolete.	3	2	Tolerate – this is a business-as-usual risk that exists today. There are currently CCTV outages which are dealt with within acceptable time tolerances.

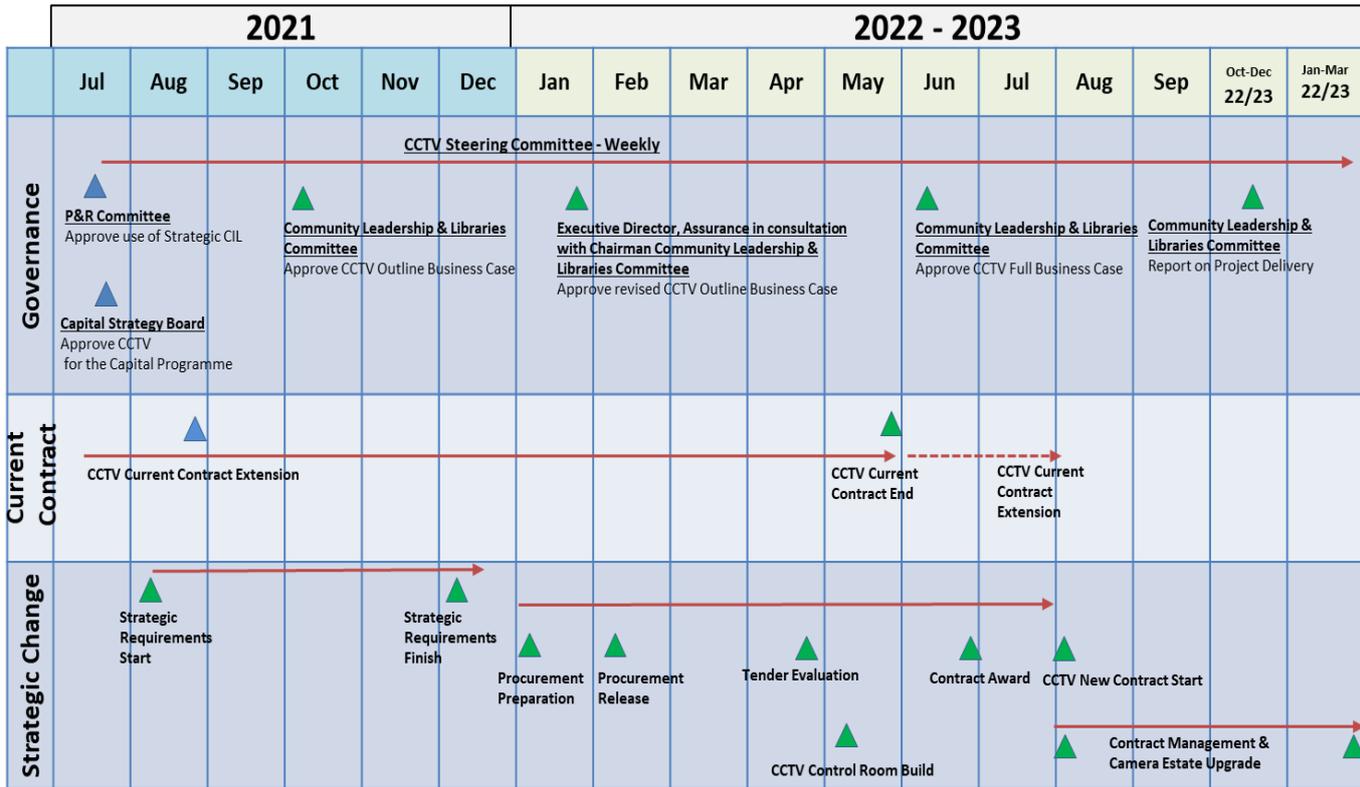
8. Project Assurance Decision Points & Project Milestones

Review and governance for this project will be through the Community Leadership & Libraries Committee with significant planned decision and review points:

- Outline Business Case approval – Oct 2021
- A revised Outline Business Case - Jan 2022
- Full Business Case reported approved – Jun 2022
- Project Delivery review – Q3 2022 to Q1 2023

Deliverable / Product	Author	Reviewers	Accepter
Outline Business Case	Project Manager	Assurance (Community Safety) Capital Delivery Family Services (Libraries) Finance Legal Governance	Community Leadership & Libraries Committee
Revised Outline Business Case	Project Manager	Assurance (Community Safety) Capital Delivery Family Services (Libraries) Finance Legal Governance	Community Leadership & Libraries Committee Chair
Full business case	Project Manager	Assurance (Community Safety) Capital Delivery Family Services (Libraries) Finance Legal Governance	Community Leadership & Libraries Committee

The below is a high-level summary of the project's key milestones:



Risks have been raised as follows:

- To acknowledge the gap between expiry of the current CCTV service contract and the current planned go-live date for a new CCTV service contract
- The build of the new CCTV Control Room in Colindale can be decoupled from the critical path by starting the build before the award of the new CCTV contract

A revised Outline Business Case will be prepared after completion of the strategic review, and prior to the Full Business Case, and the Community Leadership and Libraries Committee have been asked to approve delegated authority to the Executive Director, Assurance in consultation with the Committee Chairman to approve a revised Outline Business Case.

9. Stakeholder Communication Plan

The below is a summary of the stakeholder engagement and communication plan during Q4 of 2021.

Stakeholder	Content	Timing				
		Aug	Sep	Oct	Nov	Dec
Council Management Team (CMT)	<ul style="list-style-type: none"> Strategic plans Proposed path to strategic goals 	✓				
Chair- CLLC Theme Committee (Cllr Reuben Thompstone)	<ul style="list-style-type: none"> Strategic plans Business Case 		✓			
Council Leader (Cllr Daniel Thomas)	<ul style="list-style-type: none"> Strategic Plans 		✓			
Chair – Safer Communities Partnership Board (Cllr Grocock)	<ul style="list-style-type: none"> Strategic Plans Align before next meeting in Oct 		✓			
Community Leadership & Libraries Committee	<ul style="list-style-type: none"> Strategic plans Business Case (Outline) for Oct 			✓		
Area Committee Chairs <ul style="list-style-type: none"> CB (Cllr Lisa Rutter) F&GG (Cllr Jennifer Grocock) Hendon (Cllr Val Duschinsky) 	<ul style="list-style-type: none"> Strategic Plans Align before next AC meetings in Oct 			✓		
<ul style="list-style-type: none"> Council Members Metropolitan Police 	<ul style="list-style-type: none"> Consultation 			✓	✓	✓

10. Stakeholder Consultation

The below is a summary of proposed stakeholder consultation approach. Consultation with Council Members and the Metropolitan Police will take place in line with the communication plan. A resident’s consultation plan with options will be presented after completion of the strategic review.

	Proposed Approach	Expected Outcomes
Members	<ul style="list-style-type: none"> • Provide members with the strategic plans for the control room and technical improvements • Provide members with borough/ward level reported crime and CCTV camera coverage • Solicit members views on the deployment of new cameras • Provide members with a structured criteria for requirements to consider the deployment of new CCTV cameras • Provide members with a process to apply for the deployment of new cameras and a funding mechanism (through Area Committees using Neighbourhood CIL) 	<ul style="list-style-type: none"> • Provide a clear and positive message on the CCTV strategic investment and outcome • Provide a route for members to engage and directly influence the deployment of CCTV cameras in the borough • Provide a funding mechanism which is member led for the provision of new CCTV cameras
Residents	<ul style="list-style-type: none"> • It is proposed that a consultation process is reviewed post the strategic review • Residents will be informed of the plans to relocate the control room into the borough and upgrade technology, increase operations to 24-hour, increase CCTV camera coverage and the mechanism through member engagement 	<ul style="list-style-type: none"> • Provide a consultation engagement plan • Provide a clear and positive message on the CCTV strategic investment and outcome • Provide a clear message on how residents can influence CCTV deployment through their elected members
Met Police	<ul style="list-style-type: none"> • Consult with the Met on our plans to relocate the CCTV control room (close proximity to Colindale police station), increase the operational monitoring hours and the increase on the camera estate 	<ul style="list-style-type: none"> • Initial discussion have taken place and the response is extremely positive <ul style="list-style-type: none"> • Proximity of the control room is a significant benefit • 24 hour coverage will create efficiencies for the Met • Increasing the camera estate will be welcomed and they would like to provide feedback into proposed locations

11. Member Consultation

It is acknowledged that Members have a significant interest in the following:

- Consultation and input into the CCTV strategic review, and 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 these, the following principles are proposed:

CCTV Deployment Guiding Principles	
Principle	Summary
Camera Operational Requirement is justified	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
Camera Primary view and purpose is defined	Detailed account of the views captured by the camera is required (street and building descriptions).
Surveillance Objectives: the camera must meet the requirements of the Surveillance Camera Code of Practice 2013 and the Protection of Freedoms Act 2012	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: <ul style="list-style-type: none"> •Prevention and detection of crime and ASB •Apprehension and prosecution of offenders •Gathering evidence to support judicial proceedings
Privacy Risks: the camera must meet the requirements for GDPR and the Data Protection Act 2018	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.
The CCTV Camera must be able to be installed appropriately and in a cost effective manner	The assessment of requirements must include: <ul style="list-style-type: none"> - 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
The CCTV camera must be able to connect to the CCTV control room (unless there are exceptional circumstances)	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, and specifically the review of the Barnet camera estate

The Community Safety Team and CCTV project team will:

- 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
Issue Raised	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
Issue Investigation	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
Recommendation	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
CCTV Recommendations	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
Implementation (if no AC funds required)	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
Funding (if AC Funds required)	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
Implementation (funded by Area Committee)	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