

FROM: Audit and Risk Manager

SUBJECT: CCTV Services

TO: Head of Community
Protection

DATE: 21 March 2013

C.C. Chief Executive
Head of Finance
CCTV Manager

1 Introduction

- 1.1 In accordance with the Audit Plan for 2012/13, an examination of the above subject area has been undertaken and this report presents the findings and conclusions drawn from the audit for information and action where appropriate. This topic was last audited in March 2010.
- 1.2 Wherever possible, findings have been discussed with the staff involved in the procedures examined and their views are incorporated, where appropriate, into the report. My thanks are extended to all concerned for the help and cooperation received during the audit.

2 Background

- 2.1 The CCTV control room is based at the Town Hall from where 180 cameras are monitored 24 hours a day, 365 days a year.
- 2.2 As well as monitoring the council scheme, the control room monitors cameras in Regent Court shopping centre, responds to requests from the Help Points around the district and plays a key role in the Retail Radio Link.
- 2.3 The cost of the service, before internal recharges, is around £480,000 a year.

3 Scope and Objectives of the Audit

- 3.1 The audit was undertaken to test the management and financial controls in place.
- 3.2 In terms of scope, the audit covered the following areas:
- Service provision
 - Staffing
 - Finance
 - Risk management and insurance
 - Performance monitoring
- 3.3 The audit programme identified the expected controls. The control objectives examined were:

- Members and management have an understanding of how the service will continue to be provided
- The service is provided in accordance with recognised industry standards or codes of practice
- External organisations and internal departments are aware of the level of service that will be provided
- Sufficient staff are in place to allow for the efficient running of the service
- The service is staffed by appropriate individuals
- Budgets are appropriately monitored and controlled
- Contracts are let appropriately
- Monies due in respect of CCTV Services are correctly calculated and charged
- Management are aware of the risks associated with the provision of CCTV services
- CCTV equipment is appropriately insured
- Management are aware of service performance, enabling them to intervene if required
- Members of the public are provided with appropriate public safety information.

4 Findings

4.1 Service Provision

- 4.1.1 The previous audit had recommended that a formal strategy for the future provision of the CCTV service should be prepared. However, the management response at that time suggested that Executive views over the future of the service would be sought and any subsequent strategy would form part of the business case to replace the aging CCTV equipment and to consider joint working with Stratford-on-Avon District Council.
- 4.1.2 The Head of Community Protection stated that a formal strategy had not been drawn up and suggested that it is hard to set a long term strategy for the service as it is a discretionary service.
- 4.1.3 However, as per the management response from the previous audit, feedback had been received from Members suggesting that the service would be retained. A joint service with Stratford had also been formally suggested, but this had been turned down by their Members. The refurbishment of the CCTV control room had been put on hold whilst awaiting this decision but this had subsequently been undertaken. These longer term issues had also been reflected in the, short term, service area plan for Community Protection.
- 4.1.4 He also highlighted strategic issues relating to which areas of the district should be covered. He indicated that, whilst recommendations could be made as part of planning consultation, formal Section 106 agreements were not being entered into regarding CCTV provision at new developments.
- 4.1.5 The CCTV Service holds the relevant British Standards (BS7958 – Management and Operation of Closed Circuit Television and BS7858 - Security Screening of Individuals Employed in a Security Environment). The service was inspected in June 2012 which confirmed continuing compliance and another inspection has been pencilled in for the June 2013.
- 4.1.6 The service operates under two codes of practice. The WDC Control Centre code of practice makes reference to the two British Standards and a supporting procedures manual is also in place. The other code of practice covers the use of CCTV in council buildings.
- 4.1.7 Services are provided to a number of internal departments as well as external clients. A Service Level Agreement (SLA) has recently been drafted for the external client (Regent's Court). However, whilst SLAs are in place for two internal sections (Housing and the Royal Pump Rooms), these were found to be in need of revision and services are also provided to two other internal sections, but no SLAs are in place in these instances (Car Parks and other aspects of Cultural Services).

Risk

Services are not aware of the level of service that is expected to be provided.

Recommendation

Service Level Agreements should be drawn up for those services where they do not currently exist, with existing ones being reviewed and revised appropriately to bring them up to date.

4.2 Staffing

- 4.2.1 As highlighted above, CCTV services are provided 24 hours a day, 365 days a year. The CCTV manager advised that the aim is to have two staff members on duty during the known busier times (i.e. relating to the 'night time economy'). These time are covered by both the late and night shifts as set out on the rota.
- 4.2.2 During the day, there can sometimes only be one staff member on duty. However, both the CCTV Manager and the CCTV Supervisor are able to provide support as they are both licensed.
- 4.2.3 Since the last audit, the terms and conditions of CCTV Operators have changed, so that contracted overtime has reduced from eight hours per week to five for each full time member of staff. The Head of Community Protection advised that this was the result of a lean systems review, but this now leaves no spare capacity.
- 4.2.4 The CCTV Manager advised that non-contracted overtime is generally limited to covering sick leave and other absences and is shown against a specific budget code and would be reviewed as part of the general budget monitoring.
- 4.2.5 When new staff are employed, the relevant British Standard would be applied, although no new staff members have been employed since the previous audit was undertaken. The CCTV Manager advised that specific training is required for new staff in order to obtain their licence, but no refresher training is required for existing staff, as continuous employment is considered by the Security Industry Authority to constitute ongoing training for license renewals.

4.3 Finance

- 4.3.1 The CCTV Manager advised that he will perform day-to-day budget monitoring and that the Head of Community Protection undertook the formal monthly meetings with the Assistant Accountant.
- 4.3.2 A review of the budget as per TOTAL was undertaken and significant variances were queried where control was known to rest with departmental staff. The CCTV Manager was able to explain why these variances had occurred.
- 4.3.3 The main CCTV maintenance contract had been re-let recently. This was undertaken under 'Regulation 14'. The Procurement Manager advised that this regulation (Use of Negotiated Procedure Without Prior Publication of a Contract Notice) allowed for single suppliers to be approached when there will be technical incompatibility with existing equipment, and the regulation had, therefore, been applied appropriately. Following the agreement, a contract award notice had been issued as appropriate.
- 4.3.4 One area that was highlighted during the previous audit was the issue of how recharges to internal budgets were calculated. This was subsequently reviewed, with recharges now being calculated appropriately based on the

number of fully functional and static cameras that cover the relevant areas of operation.

- 4.3.5 On the whole, the service is not a large income generator. However, the main external client was found to have been invoiced for the relevant amount as per the (draft) SLA in place.

4.4 Risk Management & Insurance

- 4.4.1 CCTV Services are covered under the Community Protection risk register with the entries currently being recorded on MOSS. Three risks specific to CCTV are covered along with other relevant risks relating to the effectiveness of Community Protection as a whole.
- 4.4.2 There is currently a programme of risk register reviews being performed, with different registers being presented to the Finance & Audit Scrutiny Committee each quarter. The Community Protection risk register has not yet been through this process.
- 4.4.3 The CCTV Manager advised that an inventory was in place for insurance purposes. However, he advised that, due to the recent control room refurbishment, this was out-of-date and therefore needed amending. No further testing was therefore considered necessary as the situation was in hand.

4.5 Performance Monitoring

- 4.5.1 Whilst there are no longer any formal 'key performance indicators', the CCTV Manager still provides monthly performance monitoring figures to the Head of Community Protection. Spreadsheets were provided that showed the performance monitoring that had been performed. These covered the number of incidents that have been monitored each month, broken down in various ways such as the type of incident, the operator that monitored the incident, the source of the information and the number that lead to arrests being made.

5 Summary & Conclusion

- 5.1 Following our review, we are able to give a SUBSTANTIAL degree of assurance that the systems and controls in place for the management of CCTV Services are appropriate and are working effectively.
- 5.2 A minor issues was identified relating to the need for service level agreements to be reviewed or drawn up for internal 'customers'.

6 Management Action

- 6.1 The recommendation arising above is reproduced in the attached Action Plan (Appendix A) for management attention.

Richard Barr
Audit and Risk Manager