City of Bayswater

CCTV Strategy 2018 - 2028

Creating a safe and secure community

March 2018

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EXECUTIVE SUMMARY

The City of Bayswater has a key role in supporting our community to feel safe and secure.

Closed Circuit Television (CCTV) has increasingly featured in the community as a safety and crime prevention tool. CCTV can be effective in improving perceptions of safety, deterring anti-social and criminal behaviour, protecting assets and assisting with prosecutions.

The City has a network of over 192 CCTV cameras. These cameras belong to a number of independent systems that record locally on servers situated in the City's buildings, with the larger CCTV systems being networked so as to be viewed at the City's Ranger and Security Office for the purposes of downloading and reviewing footage. To date, systems have been designed and installed using municipal and grant funds with a purpose of preventing damage to the City's assets or to assist in reducing crime in and around the City's facilities.

The City would now benefit from having a CCTV strategy in place to assist the City in clarifying its current position on CCTV and any future expansion of its current CCTV network. It is envisaged a CCTV strategy will provide a clear vision and framework for how CCTV can best be used to enhance the safety and security of our community now, while positioning the City for future technological advances. The Strategy is a complimentary element of the City's Community Safety and Crime Prevention Plan.

To develop this strategy *Redfish Technologies* was engaged to carry out targeted consultation with internal and external stakeholders, review existing systems and associated infrastructure.

The aim of the CCTV strategy is to:

- Provide a clear vision and framework for how CCTV can best be used to enhance the safety and security of the City of Bayswater community now, while positioning the City for future technological advances;

- Provide the framework and criteria for the strategic development and ongoing management of internal CCTV and external mobile CCTV systems that are owned, leased and/or operated by the City of Bayswater; and

- To ensure the financial sustainability of CCTV systems, seeking further external funding where appropriate.

The objective of the CCTV strategy is to:

- Guide Council's decisions about the introduction, revision or significant maintenance to CCTV infrastructure in public places and council property; and
- Ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.

1. INTRODUCTION

The City of Bayswater has a key role in supporting our community to feel safe and secure.

Closed Circuit Television (CCTV) has increasingly featured in the community as a safety and crime prevention tool. CCTV can be effective in improving perceptions of safety, deterring anti-social and criminal behaviour, protecting assets and assisting with prosecutions.

The City of Bayswater CCTV Strategy provides a clear vision and framework for how CCTV can best be used to enhance the safety and security of our community now, while positioning the City for future technological advances. The Strategy is a complimentary element of the City's Community Safety and Crime Prevention Plan.

To develop this strategy *Redfish Technologies* was engaged to carry out targeted consultation with internal and external stakeholders, review existing systems and associated infrastructure.

1.1. VISION

The Strategic Community Plan 2017-2027 provides the vision for all work undertaken within the City - "A place where community vision becomes reality".

1.2. OBJECTIVES

The objectives of the CCTV Strategy are to:

- Guide Council's decisions about the introduction, revision or significant maintenance to CCTV infrastructure in public places and council property; and

- Ensure that the City's CCTV systems are compliant with relevant legislation and other statutory requirements.

1.3. STRATEGIC FRAMEWORK

The City of Bayswater adopted a new Strategic Community Plan for the 10 year period 2017-2027. This is the principal planning and strategic document that will guide the delivery of the City's services to the community over this period. In accordance with the City of Bayswater's Strategic Community Plan 2017-2027, the following applies:

Our community
Aspiration: *An active and engaged community.*
Outcome C1: A strong sense of community through the provision of quality services and facilities
Strategy C1.3: Deliver a safety service which builds a strong sense of community safety.

Furthermore the City has committed to actions for our community to improve community safety. As part of the Community Safety and Crime Prevention Plan, Action 1.1 states that the City will:

"Develop a comprehensive CCTV strategy for the City of Bayswater."

1.4. CONTEXT

The City of Bayswater endeavours to provide a safe and secure environment to the staff, administration, residents, commercial operatives and visitors to the City.

The City and a number of their stakeholders have found that CCTV can be an invaluable tool in assisting the City (and WAPOL) in the solution to reducing crime, as well as the protection of the City's assets. CCTV is also considered an asset in public spaces in being able to confirm trends and issues applicable to antisocial behaviour.

The City uses CCTV systems in public spaces, Council owned buildings and within and around car parks across the City. These CCTV systems are located at:

- The RISE, 28 Eighth Avenue, Maylands
- Bayswater Waves, cnr Broun Avenue and Priestly Street, Embleton
- Civic Centre and Council Chambers, 61 Broun Avenue, Morley
- Morley Library, 240 Walter Road West, Morley
- Olive Tree House, 1 Lee Street, Morley
- Lightning Park Recreation Centre (Stand-alone system), 30 Della Road, Noranda
- Bayswater Town site, King William Street, Bayswater
- Morley Town Site, Morley
- Noranda Sporting Complex and Robert Thompson Reserve, Noranda
- Maylands Town Site, Eighth Avenue and Guildford Road, Maylands
- Wotton Reserve, Embleton Avenue, Embleton
- Maylands Autumn Centre (stand-alone system), 55 Ninth Avenue, Maylands

1.5. STATUTORY FRAMEWORK

A Memorandum of Understanding was established between the Minister for Police and the City of Bayswater for the provision of a coordinated State CCTV network that allows data sharing between owners of CCTV cameras facing public areas to enhance the safety and security of the Western Australian community. It was signed on 10 May 2016.

2. PROJECT METHODOLOGY

The City of Bayswater Community Safety and Crime Prevention Plan (CSCP) outlines the City's vision and commitment to safety and crime prevention while outlining the role and responsibilities of those partners involved. The CSCP focuses on the existing actions and programs in the Corporate Business Plan that have a positive effect on creating a safe community. In order to achieve this outcome the following action was identified:

Action 1.1   Develop a comprehensive CCTV strategy for the City of Bayswater.

Redfish Technologies were engaged to assist in the development a CCTV strategy for the City of Bayswater. The information from this report has been used to inform the CCTV strategy.

Key features of the methodology include:

1. Information collection from selected stakeholders, review of selected locations, review of existing systems and associated infrastructure;
2. Correlation of collected information; and
3. Development of a Draft CCTV Policy, Strategy, and Operational Guidelines.

2.1. ENGAGEMENT APPROACH

There is a need to understand the context of safety and security within the City of Bayswater. In order to understand this Redfish Technologies undertook an engagement process which included:

1. Internal and external stakeholder interviews;
2. Walk through reviews of the specific areas of the City of Bayswater
3. Feedback from specific stakeholders in relation to:
   - Reasons for CCTV system installation at each site; and
   - Performance outcomes required for each imaging device in the City's systems.

2.2. KEY FINDINGS

Feedback from the community and the interviews with stakeholders suggested that crimes within the City could be prevented by increasing security patrols and CCTV within the City's boundaries.

- A large proportion of the prosecutions that are being made by WAPOL within the City of Bayswater are as a direct result of available CCTV recorded imagery.

- The quality of the vision obtained from the City's cameras is variable and night vision is not satisfactory to assist in the solution of crimes.

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- Significant amount of criminal acts (by number) occur at the commercial centres within the City during daylight hours, however all are not confined to the day and the quality of the vision at night would be of significant advantage in the solution of crime and anti-social behaviour.

- There are homeless groups that gravitate to the commercial and town centres, and when affected by drugs and alcohol, impact on the good order of the City.

- The most prominent groups of crimes within the City include theft leading to fraud and theft in major commercial centres, theft of vehicles; burglary, anti-social behaviour and assaults.

- The number of crimes varies according to the time of year, weather and major functions that can attract varying groups to the City.

- Social support groups deliver programs that in one method or another have the potential to reduce crime within the City. These social centres and their varying programs not only involve residents of the City but also draw many non-residents from outside the City and attract non-clients. These non-clients can have a significant impact on the operation of the social groups facilities and to adjacent commercial and other public facilities.

- There would be significant advantage of regular interaction between the various groups and the City and WA Police.

- There is concern for staff and /or volunteers when working late hours in premises where open/close times are known and there are known resources on the premises.

- CCTV should be installed in areas that a security risk assessment has determined that there is a need to:
    - Protect the City's assets, both hard and human capital;
    - To reduce and prevent anti-social behaviour;
    - To reduce and deter assault;
    - To reduce and deter theft;
    - To assist in the solving of burglaries; and
    - To assist in the solving of crimes in the City of Bayswater.

- Well designed and installed CCTV can deter and detect offences via the identification and recognition of perpetrators, the detection/vision of crimes being committed, provide a sense of deterrence; and provide the public that attend the area in question with a sense that the cameras system can assist in the safety and security of the area.

2.3. SUMMARY OF OBSERVATIONS WITH OTHER LOCAL GOVERNMENT AUTHORITY (LGA) CCTV SOLUTIONS

Other LGA's to a large degree encounter similar issues to the City of Bayswater.

The City of Perth is unique compared to other metropolitan LGAs due to its available budget and funding to operate a 24/7 monitoring operation involving close ties with WAPOL. They have recently made significant investments in upgrading its core CCTV infrastructure.

The common features of other metropolitan LGAs include:
- Not all LGAs had defined and published CCTV Policies.
- All LGAs had protocols for obtaining of vision from their systems and the method of providing evidence to the WAPOL.
- The method of controlling the issue of "chain of evidence" varied with no uniform protocol. Most LGAs stated that they had been subjected to unreasonable requests from WAPOL.
- Concern regarding the current grant solution which results in WAPOL given access to a City's systems. Lack of understanding around what can be supplied and the resources involved and impact of the IT and CCTV systems.
- Very few LGAs had defined policies and or procedures as to the deployment, procurement and operations of an organisations CCTV systems.
- Few had strategies for the development of CCTV assets.
- Monitoring of cameras occurred only at the City of Perth with 24/7 monitoring and limited monitoring in the CBD of the City of Joondalup.
- Generally CCTV systems are reactive and rely on recorded CCTV vision.
- CCTV systems are not considered part of a global safety and security strategy.
- CCTV systems are not integrated.
- Issue of maintaining systems procured under Government grants and the ongoing maintenance.
- Little in-house technical expertise. LGAs rely significantly on the vendors/suppliers and installation contractors to provide in-depth technical information.

2.4. REVIEW OF CURRENT CCTV INFRASTRUCTURE

Currently the City has a collection of CCTV systems connected in an ad-hoc fashion. CCTV systems have evolved as each site is developed and installed. In most instances a CCTV system was installed after a request made to the City's IT Department without any supporting information on the system being connected.

The IT Department has no visibility into the system, are unsure of what is connected and how it is configured. Most CCTV systems are connected using either the City's MPLS network, or a wireless "point to point" network installed to facilitate a CCTV vision transport medium. In a number of locations, wireless infrastructure was deployed as part of a CCTV system that duplicated already existing network routes.

The CCTV systems are predominantly either PC based NVR solutions using many variants of the "Milestone" CCTV recording package, or a stand-alone Dahua NVRs "fitted" into wall mounted cabinets.

None of these systems are interconnected or networked outside of a basic IP point to point connection to allow remote viewing of a system from the Ranger and Security office located at Raymond Street, Bayswater.

3. Strategy / Implementation Plan

The strategy looks to establish the CCTV foundations for the City of Bayswater, develop CCTV through its infrastructure, identify opportunities for collaboration and ensure the sustainability of CCTV in the future.

An implementation schedule is important to ensure that the actions are delivered in an effective and timely manner and to provide clarity about expectations and assignment of responsibility.

The Manager Ranger and Security Services will be responsible to the Director of Community and Development Services for executing the Strategy's actions.

Deliver a Safety Service Which Builds a Strong Sense of Community Safety				
Strategy 1: Establish Foundations and Use Contemporary Digital CCTV Technology				
Action No.	**Action**	**Estimated Timeframe**	**Estimated Resources**	**Responsibility/ Collaboration**
1.	Review existing infrastructure to ensure compliance with relevant legislation.	Short Term (Year 1 - 2)	Within existing staff resources.	City of Bayswater
2.	Adopt the WAPOL Local Interpretation Guide ANZPAA Recommendations for CCTV Systems as the minimum recommendations for the use and installation of CCTV systems in the City of Bayswater.	Short Term (1 - 2 Years)	Within existing staff resources.	City of Bayswater
3.	Develop minimum technical specifications for the technical standards in line with relevant industry standards. Technical specifications document includes a reasonable life expectancy for various elements of the CCTV system and suggest a plan for future upgrades base on industry standards and changing technology.	Short Term (1 - 2 Years)	Within existing staff resources.	City of Bayswater

Strategy 2: Ensure Sustainability of Current and Future CCTV				
Action No.	**Action**	**Estimated Timeframe**	**Estimated Resources**	**Responsibility/ Collaboration**
1.	Integrate CCTV based solutions with ICT systems and business processes where relevant and appropriate.	Short Term (1-2 Years)	$27,000 for 2018/19 Financial Year	City of Bayswater
2.	Review replacement funding in the City's Long Term Financial Plan to ensure adequate funding is available at end of life for current systems.	Short Term (1 - 2 Years)	Within existing staff resources.	City of Bayswater
4.	Monitor developments in mobile and moveable / temporary CCTV.	Ongoing	Within existing staff resources.	City of Bayswater
7.	In consultation with WAPOL and other stakeholders, install, maintain and regularly evaluate the City's CCTV camera surveillance system.	Ongoing	Within existing staff resources.	City of Bayswater / WAPOL / Stakeholders
8.	Maintain and operate CCTV systems in the City of Bayswater and other locations in accordance with relevant legislation.	Ongoing	Within existing staff resources.	City of Bayswater
Strategy 3: Ensure Appropriate Placement of CCTV Cameras				
Action No.	**Action**	**Estimated Timeframe**	**Estimated Resources**	**Responsibility/ Collaboration**
1.	Review existing permanent camera locations for suitability and identify areas for future growth of the network with attention given in the short term to AP Hinds Reserve, Bayswater and Riverside Gardens, King William Street, Bayswater.	Short Term (1 - 2 Years)	Apply for grant funding when available. Note: If successful, the Safer Communities grant funding will be used to provide CCTV covering Riverside Gardens. The grant amount applied for was $265,511.	City of Bayswater / WAPOL / Stakeholders
2.	Explore opportunities for temporary camera locations and consider the use of portable CCTV. (e.g. Support the installation of portable CCTV and other suitable security treatments in locations where graffiti is severely affecting	Medium Term (Years 2 - 5)	Within existing staff resources.	City of Bayswater / WAPOL / Stakeholders

		Estimated Timeframe	Estimated Resources	Responsibility/ Collaboration
	public space amenity).			
4.	Consider use of cameras for emergency management real time situational awareness.	Medium Term (Years 2 - 5)	Within existing staff resources.	City of Bayswater
6.	Set direction and priorities for the further installation and management of electronic surveillance.	Medium Term (Years 2 - 5)	Within existing staff resources.	City of Bayswater
Strategy 4:	**Ensure Adherence to Relevant Legislation, Standards and Guidelines Covering CCTV**			
Action No.	**Action**	**Estimated Timeframe**	**Estimated Resources**	**Responsibility/ Collaboration**
1.	Develop effective procedures for the operations and maintenance of infrastructure.	Short Term (1 - 2 Years)	Within existing staff resources.	City of Bayswater
2.	Review the City's CCTV Management Policy.	Immediate	Within existing staff resources.	City of Bayswater
Strategy 5:	**Access to CCTV Footage / Connected CCTV Solution**			
Action No.	**Action**	**Estimated Timeframe**	**Estimated Resources**	**Responsibility/ Collaboration**
1.	Review the City's ability to provide access to the network of CCTV footage to Western Australian Police (WAPOL) and other Emergency services as outlined in the Memorandum of Understanding and WAPOL State CCTV Strategy.	Medium Term (2 - 5 Years)	Within existing staff resources.	City of Bayswater / WAPOL / Stakeholders
Strategy 6:	**Collaboration and Accountability**			
Action No.	**Action**	**Estimated Timeframe**	**Estimated Resources**	**Responsibility/ Collaboration**
2.	Update the CCTV information located on the City's website to include links to relevant documents and CCTV locations within the City of Bayswater.	Short Term (1 - 2 Years)	Within existing staff resources.	City of Bayswater
3.	Ensure CCTV systems are effective and can be used by WA Police during an investigation. This will be achieved by	Medium Term (2 - 5 Years)	Within existing staff resources.	City of Bayswater / WAPOL

	ensuring that the City of Bayswater CCTV system meets the ANZPAA Recommendations for CCTV Systems and complies with the variations as listed under the State CCTV Strategy.			
4.	Investigate if the City can collaborate with local business and private property owners for the installation of CCTV (temporary or otherwise) onto their property to be used as part of investigations.	Long Term (5 - 10 Years)	Within existing staff resources.	City of Bayswater / Stakeholders

- The timeframes in the above table are indicative only and may vary due to changing circumstances, the City of Bayswater priorities and budgetary considerations at the time.
- The costings in the above table are indicative only and will need to be further refined based on more details, such as detailed design and procurement processes.
- The progress and effectiveness of the Implementation Plan will be monitored through ongoing compliance data and evaluation.

4. MONITOR AND REVIEW

The City will regularly gauge community and stakeholder perceptions of CCTV within the City of Bayswater and will report on these annually. Reported findings will inform the subsequent review of the strategy which will occur in approximately five years or necessary.

5. COMMUNICATING OUTCOMES

The CCTV strategy will be reviewed every four years. The Implementation Plan and its actions will be reviewed annually and integrated with the City's business planning activities.

6. APPENDICES

Attachment 1   Redfish Technologies

Attachment 2   CCTV Management Policy

Attachment 3   Memorandum of Understanding between the City of Bayswater and the Minister for Police