



DERBYSHIRE PARTNERSHIP

Safety Camera Project

December 2002

Taking Road Safety Seriously With Your Help.

Are You In The Picture?

**DEVELOPMENT AND IMPLEMENTATION OF A
COST RECOVERY SYSTEM FOR SPEED AND RED
LIGHT CAMERA ENFORCEMENT**

DECEMBER 2002

**This document should be read in conjunction with the
Operational Case of May 2001 and the Revised Operational
Case of December 2001.**

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CONTACT POINTS

DERBYSHIRE CONSTABULARY:

Chief Constable:

Mr D. F. Coleman
Derbyshire Constabulary Headquarters,
Butterley Hall
Ripley
Derbyshire.
DE5 3RS.

Force Liaison Officer:

Superintendent Tony Bateman
01773 572200 Fax: 01773 572222.
E-mail - Tony.Bateman@Derbyshire.pnn.police.uk

DERBYSHIRE COUNTY COUNCIL:

Chief Executive:

Mr A.R.N. Hodgson
County Hall,
Matlock
Derbyshire
DE5 3AG

Authority Liaison Officer:

Mike Ashworth
01629 580000 Fax: 01629 585111

DERBY CITY COUNCIL:

Chief Executive:

Mr R. Cowlshaw
Council House
Corporation Street
Derby
DE1 2FS

Authority Liaison Officer:

Pat Ethelstone
01332 715043 Fax: 01332 255959

HIGHWAYS AGENCY:

Divisional Director:

Mr G. Bowskill
Highways Agency
C4, Broadway
Broad Street
Birmingham
B15 1BL

Authority Liaison Officer:

Dan Tank
0121 6788024 Fax: 0121 678 8510

MAGISTRATES COURT:

Chief Executive:

Mr G.A. Fowler
Derbyshire Courts Committee
West Bank House
Albion Road
Chesterfield
Derbyshire
S40 1UQ.

Authority Liaison Officer:

David McGowan
01246 220008 Fax: 01246 231196

CROWN PROSECUTION SERVICE:

Chief Crown Prosecutor:

Mr D. Adams
7th Floor
St Peter's House
Gower Street
Derby
Derbyshire
DE1 1 SB

Authority Liaison Officer:

Angela Garbett
01332 614000 Fax: 01332 614009

PROJECT DEVELOPMENT TEAM:

Derbyshire Constabulary

Maggie Ward – Project Manager

Derbyshire Safety Cameras Project
Derbyshire Constabulary Headquarters
Butterley Hall
Ripley
Derbyshire
DE5 3RS

01773 572726 Fax: 01773 572247
e-mail: SafetyCameraProject@compuserve.com

INTRODUCTION

County of Derbyshire

The area consists of the whole of Derbyshire with a population of 982,000. The County is in the heart of the Midlands and covers an area of over 1000 square miles. The county ranges from the industrial city of Derby in the south to the vast moorlands and countryside of the north. Each year the Derbyshire National Park alone plays host to no fewer than 22 million visitors.

Road Network (miles)

	Derby City	Highways Agency	Derbyshire County	Total
Motorway	0	39	0	39
Trunk Roads	0	261	0	261
All purpose principal roads	47	0	485	532
Classified non-principal roads	6	0	475	481
C	82	0	1327	1409
Unclassified Roads	536	0	2766	3302

Road Safety Inter-Agency Working

Inter-Agency working has taken place in Derbyshire for a number of years. Initially, working arrangements were largely informal and developed as the need arose.

An Inter-Agency Working Group was developed as a direct result of the drink-drive campaign in 1993 and subsequently explored further areas of co-operation at a working level. Prior to the formation of this group the Police and Derbyshire County Council co-operated on road safety issues but there was no formal working arrangement.

A Casualty Reduction Working Group was developed by the Derbyshire County Council and included representatives from all departments, the Police and Health Authorities.

Derbyshire County Council produced its first Road Safety Plan in 1991, outlining a strategy in the areas of the four 'E's – Encouragement, Education, Engineering and Enforcement. The council stepped up its road safety initiatives with increased staffing levels and resources allocated to road safety related activity.

1993 was an instrumental year in the development of inter-agency working. The Department of Health produced a handbook on the subject of road collisions. Health needs assessments in relation to road collisions were conducted by the North and South Derbyshire Health Authorities, coinciding with a comprehensive review of Derbyshire's Road Safety Plan.

Prior to 1997 Derbyshire County Council had responsibility for the whole of the road network in the County of Derbyshire, except trunk roads, which were the responsibility of the Highways Agency. In April 1997 Derby City Council became a unitary authority and so took responsibility for the roads in its area. Some of the trunk roads have now reverted to local authority control and this has affected both the Derbyshire County Council and Derby City Council areas.

It soon became apparent that a higher tier of direction was required to ensure the group remained focussed and was adequately financed. As a result a Strategy Group was formed consisting of senior representatives from the Police, Highways Authorities and Health Authorities.

The Inter-Agency Group has continued to work together and meets quarterly to agree priorities and set action plans to achieve these. This includes the agreeing and setting of casualty reduction targets in line with Government targets.

PROPOSAL FOR FINE NETTING

The proposals within this Operational Case have been formulated to meet the following objectives:

- ◆ **To educate the public in the need for speed and red light compliance.**
- ◆ **To reduce road collisions and casualties by means of speed and red light enforcement.**
- ◆ **To make speeding and red light violation an anti-social phenomena.**
- ◆ **To clearly demonstrate to the public the rationale behind the scheme.**

The objectives will be achieved by Education, Encouragement and Enforcement supported by a pro-active marketing strategy designed in such a way as to have the full and unqualified support of the community. It will be carried out in line with the Service Level Agreement, which has been agreed by all of the partners.

The proposed enforcement will encompass existing and additional technology to include:

1. Fixed site Speed Cameras
2. Mobile Speed Cameras (also operating in low light conditions)
3. Fixed Site Red Light Violation Cameras.

A variety of technological devices will ensure a flexible and dynamic approach to speed and red light enforcement leading to casualty reduction. The acquisition of additional technology will be phased in prior to March 2004.

CASUALTY REDUCTION STRATEGY

Casualty reduction in Derbyshire is not a new phenomenon and considerable resources have been made available particularly since the early 1990's. A gradual increase in technology, coupled with recognition that death and serious injuries have no place on the county's roads, has ensured that all partners have been focussed on casualty reduction.

As a result of the introduction of fixed camera sites in 1994 casualties at those sites reduced dramatically by an average of one-third. The four mobile speed cameras were introduced in March 2001, and until September 2002 their deployment has been spasmodic mainly due to lack of specialist vehicles, these are now in use and the mobile units can be utilised to greater effect.

In order to meet our projected targets for the two-year period the intention was to reduce the speed threshold by 3mph. Using the well-established relationship between speed reduction and casualty reduction this will equate to an additional 15% reduction in casualties at the existing fixed sites. This is in addition to the 33% reduction in casualties already achieved at these locations by the use of safety cameras. Reducing the threshold, coupled with increased activity and the strategic deployment of the mobile cameras, will ensure that we meet the Government's 2010 targets in advance of this date.

The partnership has set three objectives in utilising safety cameras:

- ◆ **Reduce casualties by a further 15% over a two-year period on the identified routes using fixed enforcement cameras.**
- ◆ **Reduce casualties by 15% over a two-year period on the road network identified for the operation of the mobile enforcement cameras.**
- ◆ **Reduce casualties by 2% on the remaining road network in Derbyshire.**

PARTNERSHIP LIAISON

The Safety Camera Project has two main forums for liaison: -

- Steering Group – The Group meets at least once every six weeks and consists of senior representatives of the Partnership who have the overall responsibility for the success of the Project.
- Working Group – This Group consists of representatives of the Highways Agency, Derbyshire County Council, Derby City Council and the Police. Members have the responsibility for the day to day running and maintenance of safety cameras and sites. The Group is also responsible for the identification and provision of new sites.

PERSONNEL

Project Office

A full-time Project Manager on a two-year fixed term contract was appointed on 17th September 2001. The Project Manager is supported by the following members of staff identified in the revised Operational Case.

Data Analyst

The Data Analyst was identified as being suitable for employment by Derby City Council, and the successful applicant commenced employment on 8th April 2002 on a two-year fixed term contract.

PR Officer

The PR Officer was identified as being suitable for employment by Derbyshire County Council, and the successful applicant commenced employment on 8th April 2002 on a two-year fixed term contract.

Mobile Safety Camera Operators

Four experienced Road Traffic Officers were identified for the operation of mobile safety cameras, becoming operational on 1st October 2001.

As there are only four police officers to operate the four mobile safety cameras, this means that when officers are on rest days, annual leave, etc. the cameras are not in use. In order to maximise the deployment of the cameras and obtain best value from their purchase it is necessary to ensure that they can be deployed to their full potential. It is intended to dedicate four further police officers to the operation of the cameras to ensure that each camera is deployed seven days per week.

With the proposed modification of the present four mobile safety cameras to operate in low light conditions, the additional four operators and the current four operators will be able to work on a split shift system to further maximise deployment. The Partnership proposes to operate the following split shift system i.e. 6.00am/2.00pm and 2.00pm/10.00pm. Many collisions occur during the hours of 6.00pm to 10.00pm and with the present equipment it is not possible to operate in the hours of darkness, the modification will allow them to do this.

In addition, the extra police officers can also be used to carry out follow-up enquiries, when necessary, on the occasions when they are not operating a camera. This will also ensure that the partnership maintains its high fixed penalty conversion rate and at the same time ensure that maximum effort is dedicated to tracing those drivers who attempt to evade the legal process.

Mobile Safety Camera Sergeant

Currently the Safety Camera Mobile team operates using experienced Road Traffic Officers from the Operations Division of the Constabulary. In order to give a better service to the Partnership it is intended that the team will be operating as a stand-alone unit as from April 2003, this will ensure that officers are solely dedicated to the Safety Camera Team. To ensure the success of the unit, and to provide stability of line management of these eight officers, a Safety Camera Sergeant is to be deployed to work in the team working from the base unit of the Central Ticket Office with the rest of the project team. Having an officer of Sergeant rank within the team will also provide flexibility to the unit giving further cover, should the need arise. The Sergeant will also be responsible for the Enforcement Police Officer working on restricted duties in the Central Ticket Office.

Administration Support

Through the expansion of the Safety Camera operation, the project team is constantly required to perform simple, yet time consuming, administration tasks. It is intended that a part-time Administration Support Officer be employed to offer assistance to the team when necessary.

Data Collection Officers

One full-time Data Collection Officer was appointed in January 2002, but due to the increase in operations a further Data Collection Officer was appointed in October 2002. The post holders are responsible for changes to the cameras/films, they are also required to undertake speed data collection by programming and downloading data from Hi-Star equipment they place out on the highways. They will work a shift pattern of 6.00am to 2.00pm / 2.00pm to 10.00pm, one operating in the North of the county and the other in the South.

As this role has already expanded, and will continue to do so, it may be necessary to appoint a further Data Collection Officer, but this is being constantly monitored to ensure that it is absolutely necessary.

Enforcement Officers

One Police Officer on restricted duties, and two members of Support Staff are dedicated Enforcement Officers who carry out follow-up enquiries in relation to the non-response to Notices of Intended Prosecution. It is envisaged that adopting a pro-active stance will increase the number of paid Conditional Offers, although Derbyshire already has a high conversion rate of over 80%.

It is proposed that the officers will work a split shift early in the New Year 2003, e.g. 6.00am to 2.00pm / 2.00pm to 10.00pm.

Overtime

The mobile safety cameras are deployed on the Bank Holidays. In a full year there are a number of Bank Holidays, in particular during the summer period when the roads of Derbyshire are extremely busy. There is a need to deploy the mobile safety cameras on these Bank Holidays to ensure that casualty reduction is maintained. Derbyshire has a well documented attraction to motorcycles and the number of collisions involving this type of vehicle has traditionally been high over the holiday periods.

A contingency for police officer overtime has been included to cover occasions when members of the team are required to perform overtime, i.e. the need to attend court at short notice.

Equipment

Additional IT equipment will be required due to the increases in staffing and this will be purchased early in 2003.

CAMERA/EQUIPMENT OPERATION

Mobile Cameras

Each of the current four laser camera units have been modified by being placed in a newly devised storage unit, making the assembly of the cameras on tripods much simpler, and less likely to become faulty through their constant assembling and dismantling.

The current camera unit operates from a battery pack that needs a daily charge after operating between 6/8 hours per day. With the increase in use it will be necessary to increase the battery unit life and provide each unit with a 'van mounted battery system' to charge the battery as the vehicle is driven from site to site. The systems will be obtained prior to the increase in operations planned for April 2003.

In order that officers can view vehicles at a greater distance more clearly Macro Zoom Lenses are to be purchased early in 2003.

Fixed Cameras

Ten Gatso safety cameras are rotated around the original 54 fixed sites. Ten Truvelo safety cameras are being introduced on a rolling programme commencing from January until December 2003, having the ability to take front and rear photography. These will be deployed at 47 new sites around the county. Four further safety cameras are to be taken into use during 2003/2004.

Fixed Camera Housings

In addition to the original 54 fixed (Gatso) sites, 47 (Truvelo) housings are in the process of installation, and will be commencing a staged implementation program from January until December 2003. Ten of the housings are to be placed within the Derby City area, but will not be installed until 2004, and this is reflected in the cost model at Appendix H

The process of implementation of the Truvelo housings has been much slower than originally anticipated, due to demands made on the supplier by other Partnerships, and also a number of faults experienced with the technology. The delay in receiving the new technology has inevitably affected the projected income, and as a result a deficit of £600,000 has been realised, which has been carried forward into quarters 1 and 2 of the next financial year 2003/2004.

Red Light Cameras

At present, Derbyshire has only one red light camera, which is in use within Derby City.

Research has been commenced into further red light cameras being installed within Derbyshire, with a view to deployment not just within the City area but throughout the county. It is anticipated that after the study has been completed any installations will commence implementation towards the end of the financial year 2003/2004, and early in 2004/2005.

Conspicuity of Fixed Camera Housings

Derbyshire were compliant with the Conspicuity Guidelines in April 2002, when all housings, old and new were painted yellow in readiness for the publication of the guidance notes, with the exception of two housings, which are situated in the Peak District National Park, an area of natural beauty.

Low Light Cameras – Mobile Systems

Four Low light cameras were originally identified in the Revised Operational Case of December 2001. After discussions with TeleTraffic, the manufacturers of the mobile units, it was agreed that further cameras would not be necessary, as suitable modifications to the current cameras were adequate due to the excellent quality of the equipment, saving a substantial amount of funding. Modifications will be undertaken allowing enforcement at appropriate sites during the hours of darkness, after each officer has undertaken a trial of the system.

Highways Authority Staff

Each of the Highway Authorities have identified staff who are responsible for maintenance, repairs, and commissioning work in relation to safety cameras. In order to facilitate this work each of the Authorities will have to allocate staff to undertake surveying and liaison with the equipment installers.

Motorway/High Speed Roads – Road Works:

illuminating Signs

Several companies have developed illuminating signs that warn drivers they are exceeding the speed limit. A number of the signs have a variable matrix and can display flashing amber warnings. These fully mobile trailer, radar-driven advisory signs are housed in a lightweight,

impact resistant, weatherproof case, and can be used as a permanent fixed site system with on-board power. The tall display can be seen over lorries and the see-through design protects children and pedestrians. They can easily set up and folded away for easy towing. Four illuminated trailer signs were due to be purchased during 2002, (deployed at roadworks where there is evidence of excessive speed), but this was delayed until early 2003 through the increased enforcement of the camera work. National research shows that collision and casualty rates rise substantially at roadworks on high speed roads as compared with normal running on such roads.

The collision rate at road works, particularly on the M1 motorway, has been of concern to both the Police and the HA for some time and it is proposed that attention be given to this problem.

The intention is to deploy the illuminating signs at road works to slow vehicles down. In addition, for longer-term road works, these will be backed up with enforcement using fixed and possibly mobile cameras.

Loaning to Parish Councils – Portable Signs

The partnership continually receive correspondence from Parish Councils and other groups supporting the use of safety cameras and requesting installation of cameras on specific roads. All of these requests are evaluated, but frequently the locations fail to meet the criteria in relation to casualty reduction. At a number of locations a speeding problem is identified, but there are no associated casualties.

The partnership believes that it is necessary to ensure that we continue to receive support from these organisations, although it is not possible to deploy safety cameras as they often request.

It is proposed to purchase four portable signs, as they are considered to be a useful PR tool. These fully portable, radar-driven advisory signs enable local communities to monitor vehicle speed in their own environment. Consideration is to be given to loaning them to Parish Councils who frequently request enforcement on what are considered “high violation roads”, but where there are no recorded collisions. Each unit is housed in a lightweight, impact resistant, weatherproof case and is powered by 12 volt DC. The very high brightness LEDs give many years of maintenance-free service. Similar schemes have been tried in other force areas and received substantial support from local communities.

Corex Signs

In support of the portable signing and illuminated signs planned for use within the Partnership area, it is proposed that a number of Corex signs be utilised on identified routes. The Corex signs are made from laminated card and will be used to quote the numbers of fatalities/collisions along the route, thereby reinforcing the “SLOW DOWN” message of the portable signing. The cards are already in use within the Partnership by Derbyshire County Council and Derby City Council and are a cheap and effective tool used to get the message across – they are also a good way of marketing the message without the cost of penalty points to the motorist.

National Speed Campaigns

Each year there are two national speed campaigns co-ordinated by the Department for Transport. As part of these campaigns, run under the ‘THINK’ banner, national advertising is undertaken. In order to maximise the effect of these campaigns the highway authorities erect Corex type temporary signs on roads where speeding is a local issue to warn and educate drivers. These signs are erected for a short (6 week) but impactive period. The locations chosen not only relate to casualty data but are also locations that are highlighted by members of the public.

The signs are a good way of involving local communities in road safety issues and form part of the high profile local launch of the campaigns. By incorporating these signs within the

Safety Camera Project we will be able to capitalise on the already positive attitudes towards this initiative. As part of the national campaigns the Police will undertake increased enforcement activity.

TRANSPORT

Six vans are in use within the Safety Camera Team:

Four are used in connection with deployment of the four mobile safety cameras and have been specially commissioned with custom-built interiors allowing operation in inclement weather, and were operational from August 2002. Having the vehicles should give more operational time to the officers, who have experienced some difficulties through inclement weather preventing them from working on occasions. The irregular working patterns have given disappointing results in the early stages of operation.

The two remaining vans are in use by the Data Collection Officers for changing films/cameras, and also speed data collection activities.

Three additional vehicles will be required for the use of the team: two small vans, one for the Enforcement Officers, another for the Safety Camera Sergeant, and a small car for the use of the project office personnel.

DATA COLLECTION

The partnership now has approximately 170 sites to monitor on an ongoing 6 monthly basis. In addition there is the need to continually evaluate new sites to ensure that the maximum level of casualty reduction is achieved. The equipment is also used to collect data and identify additional sites for the following years operation. Some sites have been identified through complaints of speeding received from members of the public.

In order to supplement existing equipment, 30 Hi-Star NC 97 traffic counters are to be purchased due to the significant increase in operations.

COLLISION MAPPING

The WINGS geographical mapping system is used to collect the Derbyshire Constabulary statistical collision data. The statistical information collected is vital to the Safety Camera Project, and the system designers, Systems Options, have provided a customised package. This ensures that the Safety Camera Project obtains a good level of support and training, which includes the cost of licences, Help Desk facilities, and training courses at various levels for the system users.

CENTRAL TICKET OFFICE

In order to deal with the anticipated increase in speeding offences generated from fixed and mobile cameras, a dedicated team of twelve clerk/film readers is required. One member is employed in a supervisory role to ensure that performance and quality is maintained. Five clerk/film readers and a supervisor were in post as from 1 October 2001 with the remainder of the staff being appointed throughout 2002.

The increase in operations from 10 to 20 cameras is expected to affect the workload of the Central Ticket Office, and further staff may be required to undertake the increase in workload.

Before any staff increases are considered a company called Formscan, together with Northgate, have been consulted and are developing a scanning function. This will automatically generate Conditional Offers from responses received from registered keepers, saving a considerable amount of staff time, by automatic population of details into the system. Due to a number of internal IT server difficulties the scanning process cannot be progressed until early 2003 when it is hoped the Police network problems should be resolved. In the

meantime Agency staff may be required to fill the gap. It is envisaged that a split shift system may be necessary, i.e. 6.00am to 2.00pm / 2.00pm to 10.00pm.

Overtime for existing staff has been identified to deal with the additional workload if the need arises.

New computers, printers, envelope, letter opener, franking machine, time and date stamp, wet film viewers and video players have been in use since April 2002 in order to streamline operations. Additional items of furniture were purchased for the new members of staff in readiness for moving into the new CTO building during late March 2002. Additional IT and furniture will be required for the new staff when the building extension is finalised.

The increase in operations has affected the VP/FPO server Unix box, which deals with the Central Ticket Office safety camera functions. This will require replacing in early April 2003, as the current system by Systembuilder will become obsolete.

A container for video storage was identified and budgeted for in the original Operational Case. This was installed as part of the new CTO building and was fully operational in early April 2002.

Admin Support/Decision Maker

Through the increase in enforcement by almost 100%, and also the publicity surrounding the release of the "Conspicuity Guidelines", and "Site Selection Criteria", members of the public are more aware of the operation of safety cameras. This has had a huge affect on the amount of correspondence received from motorists caught on camera. Although templates of response letters have been developed there is still a need for one member of the Film Viewing unit to be devoted to answering those letters, and a full-time post is to be recruited in early 2003 to cover this role.

Building Extension

The proposed increase in operations has identified a need to extend the Central Ticket Office building to accommodate the additional staff. The Admin Support Officer, Health Authority Data Analyst, Data Collection Officer(s) and Enforcement Officer(s) will be required to work closely with the Project Team, and it is envisaged that they will be accommodated in the new section of the building towards the end of 2003.

General Maintenance Contracts:

Various items of vital equipment have been purchased since the last Operational Order, and in order to maintain the equipment in good condition it has been necessary to set up contracts for maintenance, including any repairs which may be necessary during the following 12 months.

ENFORCEMENT

Threshold

The threshold was reduced by 3 mph during December 2001, and an assessment of the impact on casualty reduction has identified a reduction in the first year's operation, this can be seen at Appendix A.

Fixed cameras increased from 5 to 10 in March 2002, and will gradually increase by a further 10 throughout 2003. Housings are increasing from 54 by a further 47, these will be gradually introduced from January to December 2003.

Taken together these two steps have the effect of reducing the ratio of cameras to housings from 1:11 to 1:5.

Advantage has been taken of the increase in cameras and housings, and publicity has been successfully gained through the interest of local newspapers, radio and TV. The main emphasis of the publicity campaigns was on casualty reduction.

Mobile Operation

In Quarter 1 it is proposed to increase the mobile unit by 100%. Additionally, the mobile units are to enforce those sites identified by members of the community as having high-speed problems, using the agreed 15% tolerance levels.

Some of the mobile routes are proving difficult to target using mobile enforcement, as the locations have nowhere suitable for the mobile unit vehicles to park and operate. The Local Authorities have been approached to provide hard-standings at certain locations, i.e. grass verges, allocated parking bays, and these are to be pursued in early 2003. Without the purpose build parking areas those sites would remain vulnerable through lack of enforcement.

Fixed Camera Operation

The first 15 of the new Truvelo installations will have commenced operating from January to March 2003, and during April to September another 15 will be in operation, an additional 7 during October to December 2003, and the final 10 will be ready for use in January to March 2004.

SITE IDENTIFICATION

Existing Sites

An update for Existing Sites and Proposed Sites 2002/2003, containing all available collision and speed data, is included at Appendix B & C.

New Fixed and Mobile Sites

All of the highway authorities and the police have worked together to identify new locations for both fixed and mobile enforcement for 2003/2004. This process has involved asking highway engineers, collision investigation teams and data analysts to identify all locations within the county where it was felt that the operation of safety cameras would help to reduce casualties.

Once identified the project data analyst was given the task of finding the appropriate casualty data for each location and arranging for a speed survey to be conducted. The Working Group of the partnership then met to consider each site and assess it against the site selection criteria.

This work is ongoing due to the large number of speed surveys that are required before the evaluation process can be completed for the proposed sites.

The intention is to, as outlined in previous Operational Cases, increase the number of fixed sites and also add more routes for mobile enforcement. Some of the existing mobile sites will be converted into fixed sites, where the site selection criteria are met, additional mobile sites will then replace them. Attached at Appendix D is the list of proposed sites for 2003/2004.

PHOTOGRAPHIC

In order to reduce time taken to prepare chemistry and reduce costs in the long term the purchase of a Mixer/Replenisher Console is proposed. Also due to the increase in operation a further Photographic Technician half post will be required.

MAGISTRATES' COURTS

The Magistrates Court have assessed their workloads and they estimate an increase of one further half post in the Fixed Penalty Office, due to the additional camera work. This is based on an estimated 54,000 paid Conditional Offers per year, i.e. 8,350 per member of staff per annum. Although six full-time members of staff presently work within the Fixed Penalty Office, the project pays for just 4.5 members of staff. This is subject to further justification with the Partnership.

Staff currently occupy a small number of offices in the former Derby Divisional Police Headquarters, and it is possible for further rooms within this building to be adapted and the time scale extended. A new Derby Magistrates building is under construction, and will be finalised by September 2003, but may not accommodate the staff from the Fixed Penalty Office, as a further temporary measure it may be necessary to rent accommodation within the Derby area, at an approximate cost of £36,000 per annum.

Additional equipment and furniture may be necessary and this will be purchased, as staff is increased, commencing April 2003.

A Quick dial direct line telephone link from the Central Ticket Office to the Magistrates Court Fixed Penalty Office is being arranged – this will save time for the two departments who are experiencing problems when urgent calls need to be made. The Magistrates Court are also to receive a link to the Force internal email system, which will also alleviate the problem.

PR/MARKETING STRATEGY

The PR Strategy has been revised and is shown at Appendix E, the cost model at Appendix F.

SPEED WORKSHOPS

The partnership is keen to progress and examine alternative, but effective, ways of dealing with offending drivers. A successful Driver Improvement Scheme for the county is already operated by Derby City Council. This deals with drivers who have committed driving offences, e.g. driving without due care and attention, and offers an alternative to prosecution. Drivers are offered, and pay for, a course designed to deal with their driver behaviour.

Partners are eager to consider offering a similar course for speeding offences, but this must have a meaningful affect on driver behaviour not just be a way of avoiding prosecution.

Although a National model has yet to be developed the Partnership intends to adopt one of the models used by other experienced Partnerships, and a scheme will be progressed during 2003.

TRAINING

Camera Operation Training

Due to the acquisition of additional staff and staff changes a number of police officers will require training in the operation of the safety cameras. In order to maintain best evidence and to prevent any legal challenge it is intended that training will be undertaken by the equipment suppliers.

HEALTH AUTHORITY

Contacts have been established with the local health authorities in order to ascertain a method of collecting "hospital bed days" data. The aim is to examine a way of separating data into actual collision beds by taking out non-applicable data, but at this time no figures are available as to how much it will cost to collect and provide this data. It is envisaged that in order to make any progress in this area a Health Authority Data Analyst will be appointed to work with the Health Authorities and assist them in selecting the appropriate data required.

SERVICE LEVEL AGREEMENT

The SLA contained in the original Operational Case has been agreed between the Partners and signed by a Chief Officer of each organisation, and is currently under review. See Appendix G.

COST MODEL

The cost model is shown at Appendix H.