The Body Worn Video Steering Group guide to implementing a large scale Body Worn Video programme.

V1 (draft September 2013)

This document is intended to provide guidance and offer recommendations in regards to implementing a Body Worn Video (BWV) program in a large organisation.

The following document has been based on the experiences of the most successful Police BWV implementation programs in the UK. Whereas no two organisations are the same, the general principles and recommendations made in this document have been designed to be applicable in as many situations as possible.

Much of the content provided has been gathered from discussions with individuals who have been closely involved with successful programs and the BWVSG is grateful for the time and insight that these individuals have contributed.

The BWVSG thanks the following contributors:

Inspector Steve Goodier (Hyperion Lead) Hampshire Police

Detective Inspector Mark Parish (BWV Lead) Leicestershire Police

Chief Inspector Gavin McMillan (BWV Lead) Hampshire Police

PC Scott Walters (BWV SPOC) Sussex Police

Inspector Daniel Inglis (BWV lead) Greater Manchester Police

(* note: this document is provided in draft form. There are some sections which require completion and this will document will be updated from time to time. However the document should provide valuable assistance in its current form)

Contents

Getting your project started: Build internal support

The key to the successful implementation of BWV lies in a combined effort. Inspector (Insp) Steve Goodier of Hampshire Police states "You won't get large scale deployment without large scale enthusiasm". In order to build this kind of support from every level in the organisation, it has to be made clear that BWV is strategically beneficial for the entire force, the perks of the technology do not end exclusively at an operational level. Chief Inspector (CI) Gavin McMillan of Hampshire Police agrees, saying it is essential that "the Project sits within the plans for the Force and as a priority to get other departments to deliver".

Building support at a management level

The significant benefits that BWV delivers are now well understood and documented. A credible way of highlighting the benefits of BWV is to be familiar of the research that has been collected regarding its use and extracting relevant. These can be found at BWVSG.com in the Resources section. http://www.bwvsg.com/

- Body Worn Video Projects in Paisley and Aberdeen
- A FIELD EXPERIMENT ON THE EFFECT OF BODY-WORN CAMERAS ON POLICE USE-OF-FORCE
- GUIDANCE FOR THE POLICE USE OF BODY-WORN VIDEO DEVICES

Insp Goodier recommends highlighting the benefits of BWV to the ACPO (Association of Chief Police Officers) lead, PCC (Police and Crime Commissioner) and senior management if they are not already aware, explaining exactly how the Force will benefit from implementing a program, leading on more specifically to how it will deliver their objectives. He continues "Not only will the Force be investing in cost savings, reduced crime, streamlining the justice process and encouraging the "victim first" mentality but also adhering to the *digital case file* initiative". CI McMillan affirms the importance of high level support, saying "if possible have the ACPO lead and PCC buy in to the program at an early stage and it is important to argue the many benefits that BWV provides: it can be used in so many ways".

The Criminal Justice System (CJS), led by the police, Crown Prosecution Service (CPS) and HM Courts & Tribunals Service (HMCTS), have introduced the "digital case file" initiative. ACPO is committed to this nation-wide push to update the operations of the UK Police Force to a "digital first" system,

which will save time and reduce costs whilst also making collaboration between the forces more efficient. Evidently, BWV sits very comfortably within this initiative.

Detective Inspector (DI) Mark Parish of Leicestershire Police agrees that ideally "you have some ACPO backing before you get started" because ultimately, the final decision to implement constabulary-wide BWV lies with highest authority within the Force.

The argument to the PCC and ACPO lead is most persuasive when pitched as a business case, a long term investment with the future of Policing in mind. Insp Goodier believes that "BWV is in line with *everything* the Police are trying to do now".

CI McMillan also recommends exposing the ACPO lead to the front line officer's opinions about the equipment. If, from an operational level, officers are responding positively and good examples can be highlighted, this will act as a persuasive argument to further investment. Furthermore, Insp Goodier recommends leading the PCC and ACPO lead to other Force's experience, "put them in contact with a PCC from Hampshire Constabulary or Leicestershire Police. Hearing the positive viewpoints from a successful program has more clout coming from the high authority, which is why the London Mayer's office has planned a visit this autumn to speak to the authorities in Hampshire."

Building support at an operational level

DI Mark Parish agreed that Forces must "ensure they have the buy in from officers who are using the system" because, as PC Scott Walters explained, "the nature of the impact BWV has on policing and the benefits it offers means getting it right at an early stage by listening to what the users want and need will provide no end of success".

As shown, building support at this level is important because the actual use of the technology is vastly down to the users of cameras and evidence management software so if there is a reluctance to use the equipment then the potential benefits are stunted. Inspector Daniel Inglis of Greater Manchester Police agreed that the "culture amongst officers" directly affects the overall use of the equipment, "officers who understand the benefits tend to use it far more".

Building the right team

Following the first step, a team of supportive individuals from across the Force will need to adopt a role in converting the enthusiasm into a functioning program. PC Walters stressed "Above all, having passionate people involved will yield much better results for your force." Insp Goodier added at this point that "every Police Force is going to be completely different", however there are seven recommended positions that need to be filled".

Business Owner

Firstly, there needs to be a business owner on board to initiate and take responsibility for the program. The ACC, DCC and ACPO lead are all people who could fill this role. When the business owner declares the program is happening, the responsibility cascades down into the remaining positions. CI McMillan stresses that "this person has to co-ordinate implementation by ensuring that it appears as a priority in every departments 'change program'". It is no use, for example, selecting and training with equipment that is not yet supported by the IT infrastructure.

Strategic Lead

The strategic lead is the head of the "strategic team". This person maintains the long term vision of BWV and co-ordinates the various support leads in the team. Insp Goodier summarises the strategic lead as "someone who makes sure everything is happening".

This person also needs to be middle management: Insp Goodier suggests a Chief Inspector level as minimum. The strategic lead is the middle ground of the operation, where they communicate with and influence people both above and below them in rank. Ideally, Insp Goodier recommends, "they are a good front line officer, it's better to be uniform" because they understand the implications of the program from an operational level.

Operational Lead

The operational lead is the engine behind the physical use of the cameras and evidence management equipment. When Hampshire was implementing BWV, it was Insp Steven Goodier who was on the ground, sparking enthusiasm for the benefits of the technology and driving its use. The person in this role needs to have a holistic view of the entire operation. Insp Goodier explaines "they need to understand it all, from the grass roots of how the camera functions, to the software, and all the way to the media preparation for criminal proceedings".

"They ideally should be uniform" Insp Goodier continues, "someone who has the respect of the police men and women who are going to be using the cameras and back office software, it has to be operationally led". This person will be in regular contact with the front line officers, keeping track of its use. As such, the operational lead is the ideal role to address complaints regarding BWV and perform any necessary training procedures for incorrect use.

PC Scott Walters is the operational lead for Sussex Police and states "This is an ongoing commitment and takes a good proportion of my time but is wholly worthwhile. BWV is such a fluid entity owing to progressions in technology and the current budgetary constraints on forces. It pays to keep well abreast of developments in the BWV arena."

Project Manager

A project manager is the person who has the overall responsibility for the successful initiation, planning, design, execution, monitoring, controlling and closure of a project. Key among his or her duties is the recognition that risk directly impacts the likelihood of success and that this risk must be both formally and informally measured throughout the lifetime of the project.

This document will be updated with content from Patricia Rich (Staffordshire Police Project Manager) presentation to the BWVSG on Sept 10th

IT Lead

You cannot implement large scale BWV without senior IT on board. Ultimately, it is in their hands to finally implement BWV within the the current IT system. This is why, according to DI Mark Parish, it is essentially that you "involve the IT at an early stage".

Mark Fogwill is the Hampshire Police IT lead for implementing BWV. Insp Goodier comments "the senior IT managers delegated the responsibility of co-ordinating the implementation to Mark because he was acquainted with the operational side of the Force's IT, and was aware of the implications it would have on that level." Insp Goodier therefore recommends finding an IT member with similar standing, having roots in both the operational and management levels.

CI McMillan recommends working closely with IT at each stage. Maintaining communication and problem solving before, during and, in particular, after the implementation stages.

IT and camera equipment is discussed in the section: Evaluation of Internal Readiness

Procurement Lead

Procurement can be a lengthy and complicate process so it is highly desirable that an experienced procurement expert is brought in at an early stage and fully on-board with the project. Procurement is discussed in detail later in this document.

Training Lead

Training an organisation how to use BWV will require someone to oversee its co-ordination and, eventually, to evaluate and manage the correct procedures. The principles and implications of training is covered later in this document

Performance Analysis Lead

When BWV has been implemented it is necessary for somebody to keep track of the impact it is having. It is necessary to ask the questions "is BWV being used to its full potential? Is it helping?"

Insp Goodier stresses that "these questions are asked not to check if BWV works, because it does, they are to see how the use of BWV can be improved, to find out where the areas are where the benefits can be maximised."

Insp Daniel Inglis conducted the evaluation of Greater Manchester Police's program because he was the business change manager and project lead. It is recommended that the project lead conduct the evaluation as they will then do so with the original vision in mind and an understanding of the journey the Force has been on to reach this point.

Finding the right supplier/partner – equipment selection

The Police use of BWV is an established industry with a growing number of suppliers to choose from. This section has been designed to help you navigate your way through the right questions in order to choose the supplier that will most benefit your program. It is also helpful at this point to think of the supplier as a "partner", since using BWV requires an ongoing relationship with the company of choice.

PC Walters warns that "Implementing a solution because it's the cheapest option or because it's all that is available at that time will, in my experience lead to a failed or dysfunctional project." It is highly recommended to invest time discerning which supplier will best meet the operational requirements of the program. PC Walters also advised "careful consideration needs to be given to back office management software", the cameras are only half the solution.

You therefore need to be aware of the choices available. Insp Goodier; "whoever has been given the responsibility of deciding which supplier to go with needs to be willing to travel in order to find out what is out there". The recommended way of discovering the suppliers available is to visit other Forces and see what they are using. Large scale BWV programs have been adopted by a number of Police Forces in the UK, which makes this an increasingly more productive exercise.

Listening to the testimonies of people in different departments of the Force will also provide a holistic view of their experience with that supplier. The frontline users are not the only people who are working with BWV, the IT department will have an important testimony to add.

It is essential that the person visiting other Police Forces has at least a basic understanding of these technical aspects to BWV. It will then be possible to identify which of the suppliers have the correct specification of equipment you are looking for.

Insp Goodier recommends considering the following:

Supplier's capability

"The supplier has to be capable of providing hardware, software and support that meets the operational requirements of your program." According to Goodier, any supplier that cannot meet these basic requirements should be discounted from consideration.

Hardware

- Does the supplier provide quality cameras that are fit for purpose?
- Can the supplier provide the number of cameras you are looking for?

Software

- Does the supplier provide an integrated software package to process the recorded evidence from the cameras?
- Is the software
  - Able to provide the necessary capability to ensure videos are treated in an evidentially sound way?
  - Scalable: can it grow with the needs of the programme?
  - Easy to use and manage?
  - Able to be deployed on your IT infrastructure?

Support

- Does the supplier offer quality support?
- Does the supplier provide quality training?
- Can the supplier provide updates and fix bugs with both the hardware and software?

Supplier's experience

- Does the supplier have an extensive history in the field of BWV?
- Has the supplier been successful in the past?

Other considerations

- Does the supplier have the future in mind? Updating already existing equipment is easier then implementing completely new equipment from a different company.
- Does the supplier understand your business plan? Can they reasonably match the horizon you have in mind?
- Do you already have an existing relationship with a supplier?
- How flexible is the supplier?

When a short list of potential suppliers has been drawn up, the next step is to trial the suitable partner's cameras. PC Walters states "test the equipment thoroughly (often to destruction!)". Both Insp Goodier and CI McMillan suggested giving the specific point of contacts (SPOCs) sufficient time to evaluate with the different cameras, testing them by giving them to front line officers to use on shifts. This is the best way to test the operational aptitude of the cameras and evidence management software whilst also building enthusiasm for the equipment. If the officers feel as if

they have had an involvement in the selection of the equipment, they will be more likely to use the equipment.

Insp Goodier suggests trialling a handful of solutions in an "assessment phase", intending to get the whole of the police team on side with the program. Insp Goodier added "The cameras are difficult to imagine, people want to see the cameras and use them". Trialling different cameras and software is the best way to educate the Force about BWV and to create enthusiasm for the program. Insp Daniel Inglis agrees to make sure the officers "understand where and how BWV can be used to maximise the benefits".

BWV needs to be looked at as a total solution, rather than just the camera hardware. Therefore it is vital to understand that the back office software as equally important when it comes to the testing phase, which will require the same amount of input from the officers who will be using it.

Appendix 1: Choosing equipment

(Extracted from "Guidance for the non-Police use of overt body worn video devices" by Reveal Media available at http://www.bwvsg.com/wpcontent/uploads/2013/07/Non-Police-BWV-Guidance.pdf

Simplicity is key.
Often working alone, users will have many things running through busy minds. The equipment should be unobtrusive (but clearly visible to the subject), easy to wear, durable and above all, easy to use.

Image quality verses storage requirements.
As has been said above we all want the best images possible. In fact the courts require 'best evidence' but a degree of pragmatism is always required. File size and storage must always be considered in the early stages. HD images require more storage space and longer uploading times but may give clearer quality pictures. Consider that most events captured by BWV are at close quarters so ultra-high resolution recordings are typically unnecessary.

Battery life.
As with any portable equipment, the device will only work if the batteries are charged. They are as essential as any other part of the device. Most people have felt the frustration of a mobile phone that is not charged. On average it has been found that BWV is used in short bursts, seldom requiring lengthy recordings but you should asses how much recording your users are likely to make before they can return the recorder for recharging or battery replacement.

Wearability/ergonomics/ease of use.
One thing is for sure you will not please all of the people all of the time and much is personal preference. Here are some things to consider when acquiring BWV devices.

Head worn.

- Will record the point of view of the wearer.
- All head movements are captured which can be disorientating for the later viewer.
- The apparatus to use the camera 'head mounted' can be uncomfortable to wear for users.
- Wires will pass from the camera to the recorder along the neck line, a potential hazard.
- If wearing when driving can be in peripheral view causing distraction.

Chest (body) worn.
- All in one device.
- Can be placed in different areas on body.
- User has to be aware to point camera at event not just look.
- No wires.
- Easily seen by the subject.
- Becomes 'just another piece of equipment' for the wearer.
- Allows user to scan event without creating disorientating footage.

Who should get it.
If you are reading this you probably have a good idea of where and who you want to use BWV in your organisation. With a few legal and intimate exceptions BWV can be used anywhere in the public domain and therefore is open for use by many staff.

Consider do you want BWV equipment to be

Personal issue
- Personal responsibility for equipment.
- Familiarity with the equipment.
- Ease of identification of user.
- Potentially a shorter business process.
- No returning to base required.

Pool issue
- Less equipment required (potentially).
- Resource available to many.
- Spare available in case of malfunction.

As with any new equipment willing staff will give you the greatest success but you should not overlook the use of BWV to improve standards of poor performing staff.

Equipment storage.
Take time to consider where the equipment will be stored especially if a pool of equipment is preferred. A log of issue return and repair is recommended. The site will need to be close to the center of activity ensuring ease of access but sufficiently discreet to ensure footage is not viewed inappropriately.

Managing the material
Obtaining the video is usually the easy part: the real challenge lies in the management of the material.
Having secured footage it is essential this is uploaded stored and managed in a safe, secure, easy to access site. This is best described as back office.

It is essential that a sound business process is created to manage the footage as it is virtually useless without one. Responsibility for BWV, back office function and the business process must be assumed by an individual with appropriate skills within the organisation.

If your organization is widely dispersed you will require a network enabled solution

The sighting of the back office again will require careful consideration as with the BWV equipment the site will need to be close to the center of activity ensuring ease of access but sufficiently discreet to ensure footage is not viewed inappropriately.

> *"The solution will ideally be computer (PC) based and should allow the user to:*
>
> *• download video from the body-worn camera;*
>
> *• review video on the system;*
>
> *• create master and working copies of evidential material on WORM media; and*
>
> *• store non-evidential material for 31 days before deletion."*
>
> http://www.revealmedia.com/LinkClick.aspx?fileticket=dH4IOGWh9ZI%3d&tabid=156 (HO BWV Guide)

Evaluation of internal readiness
BWV requires competent back office facilities, in regards to both the IT infrastructure and the physical site.

PC Walters said "ensure your infrastructure can handle the data. In the early stages of our project our back office facility was not prioritised and it lead to failures in the system and fundamentally a huge loss of confidence in BWV and the ethos behind it." Evaluating the IT inrastructure that is currently in place is therefore an essential pre-requirement to implementing BWV.

Insp Gooder also believes that the physical space necessary at each station for BWV is significant enough to need to perform a site survey to evaluate and plan an area to host the equipment.

IT infrastructure

Ideally the IT infrastructure needs to be as up to date as possible to handle the amount of digital data the cameras create. Both the management and storage of the data are essential to the effective use of BWV. It is highly recommended that the IT lead begins talking with the IT department as early as possible to see what is available and what is possible.

Evidence Management

Robust evidence management is an essential component of any BWV programme. The success of a programme will depend largely on the procedure and equipment selected for evidence management. The policy around this aspect will need to be thoroughly considered and documented (see Appendix 1: Sample Operating Procedure in this document).

> **Storage**
>
> The amount of available storage needs to be considered. There are many factors that influence the amount of storage required.
>
> - Bitrate of the recordings (how big are file sizes per minute/hour of recording by your particular camera)
> - How many minutes/hours each camera will record each shift
> - How many shifts per day the camera will be used
> - Policy around usage – under what circumstances recordings are made
> - What percentage of recordings are evidential and need to be kept
> - What time period non-evidential recordings be kept for
>
> Given the many variables it is hard to make a theoretical calculation. Perhaps the simplest method is to consider what established BWV programs generate. Data extracted from a large scale Police BWV programme shows the average number of minutes of recordings per shift is less than 20.
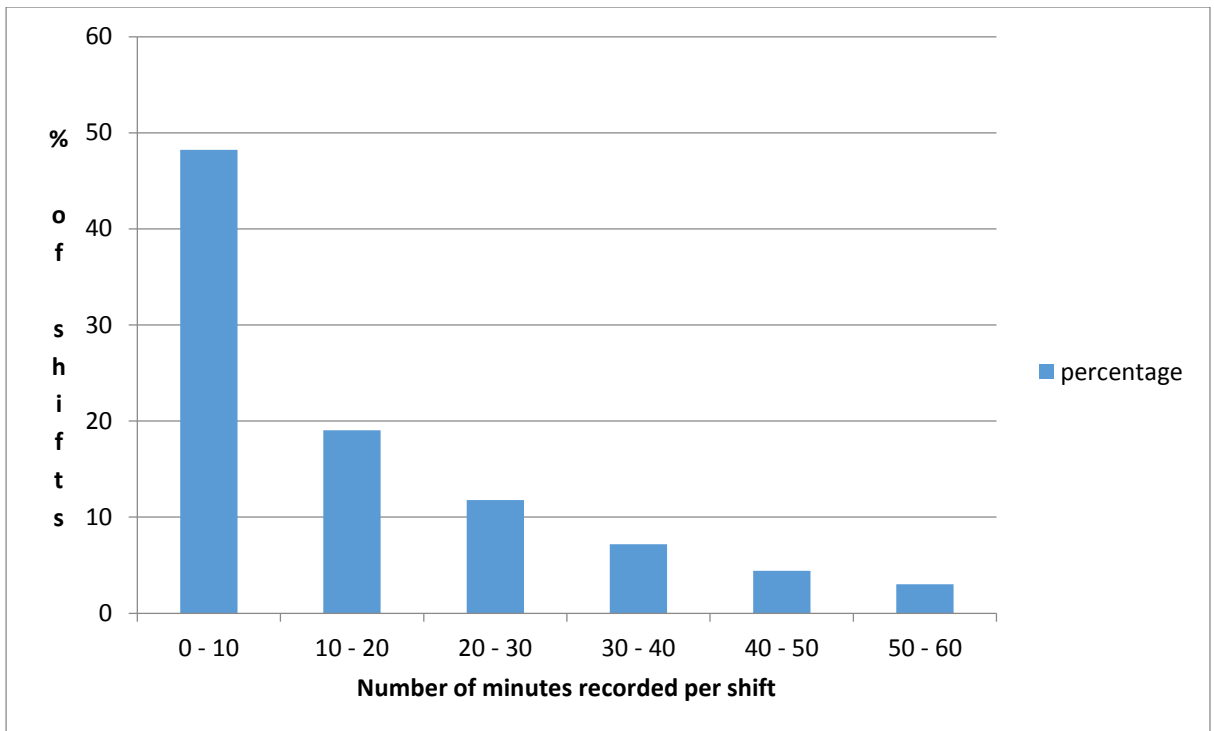
This document will be appended with more data in relation to the likely storage requirements as information becomes available from other large scale deployments.

Site Survey

Insp Goodier recommends that the buildings estates management team work closely with the project lead and IT to decide what action needs to be taken on site. The solution required will depend entirely on what the envisioned program is, however the basic need for storing BWV is a data point, in which are charging pods and computer stations.

Data Points

A data point is a specific area in the police station that is used for the storage and management of BWV. This area will include charging pods/ docking stations and a computer to upload and manage the video files.

The amount of cameras will dictate the amount of data points needed, however it is recommended that a specific area is set aside exclusively for BWV. Within this area there will need to be space allocated for camera charging pods, which will require an electrical power source. The Cameras may also require a space allocated for secure storage.

Computers will be the second basic requirement of the data point. The computers will manage and store the video evidence. Physical space and electrical power will be required to house the computers.

Training

Training is an essential part of implementation. There are huge business risks for the misuse of the equipment, potentially jeopardising the entire operation. Training also boosts confidence in the usage of the equipment, Insp Goodier says "the officers might be afraid to use the cameras if they are not sure when it is an appropriate time to use them". To avoid undermining the abilities of the cameras, officers need to have full confidence in the kind of situations it is acceptable to be using them.

Insp Goodier said that "the most ideal method is front line training, where you make contact with every officer to demonstrate the equipment and brief them on the legal implications." However, CI McMillan agrees that this is "labour intensive" and thus the most expensive method. The most cost effective way of training the officers without compromising quality, suggests Insp Goodier, is a combination of E-learning and operational, hands on learning.

The essentials of the legislative details and the theory behind BWV can be learnt via E-learning resources which are available at (please contact Jack Ashton at Reveal Media Ltd who will put you in touch with constabularies who have created packages) If the Police Force requires specific training, then the learning and development team will have to informed from an early stage so that the resources are ready for deployment.

In regards to operational training, Insp Goodier suggests investing in enhanced training from the supplier for the SPOC in each Police force sector. The SPOCs then cascade the training down to the front line officers and take responsibility for the correct use of the cameras. Insp Goodier explaines "Giving the SPOC time to use with the equipment beforehand will generate enthusiasm for BWV, which will make the training more effective. It will also be considered as the "testing phase" to deal with any minor operational issues before the program becomes full scale".

Insp Goodier has found in his experience that re-assessment and re-training will be required at regular intervals, "in order to keep up with any legislative changes and to make sure the BWV is being used correctly". The SPOC, ideally, will be briefed with any new information and again cascade the training out to their respective areas.

Business case

(We are seeking a road-tested sample business case for this document. In the meantime please contact Jack Ashton at Reveal Media Ltd who will put you in touch with constabularies who have created successful business cases)

Procurement

Procurement can be a complicated process if it is not done properly.

CI McMillan recommends approaching the procurement department with the exact equipment in mind. Avoid approaching the department with little information as procurement will not have the operational understanding necessary to determine which cameras and evidence management software to buy. The process is streamlined when procurement simply have to purchase equipment rather than research the market and decide which supplier to go with.

The notes below are taken from the minutes of the inaugural BWVSG meeting

How to get through the procurement process with Martin Nel:

Martin Nel, Service Support & Vendor Manager within ICT of Hampshire and Thames Valley presented the different options for procurement. Martin was fortunate that he has an I.T background as well as procurement. Body worn video is often described as troublesome from an I.T department's point of view due to amounts of storage and bandwidth required as well as data integrity.

If your organisation's policy allows it, purchasing directly from the supplier should be the simplest solution but other formal procurement options include:

EU Procurement or similar compliant tender:

This option is unadvisable as realistic timeline to complete 9-12 months. If you do decide to take this route, don't describe the technical details of the product you desire, describe what you want the product to do. It was also pointed out that the tendering process can discriminate against worthy suppliers and lead to operationally poor equipment being procured.

Sprint II Framework Contract:

The Sprint II framework is a 'one stop shop national framework agreement'. The Home Office state that Police Forces must use it for all commodity ICT purchases. The Sprint 11 framework is managed by SCC. This is an advantageous method to procuring for various reasons including:

- Sprint II allows equipment to be purchased immediately
- No tender process
- No maximum value
- It maintains compliance with all local Standing Orders and EU Procurement Directives
- It provides a highly flexible contracting platform now and into the future
- There are low fixed margins

You will be required to pay a small margin to procure through SCC (1.9% for hardware). Payment cycles to suppliers can also be significantly extended when processed through SCC, so it isn't uncommon for suppliers to ask for a deposit or reduced payment terms. Both these factors are negligible compared to the cost and time of going to tender.

There are benefits to be gained by forces choosing a common set of suppliers.

Sprint II is a platform to make procurement easier and you can continue to engage directly with your supplier. The supplier will be offering support for your cameras and can offer advice on rolling out your projects.

Communications

The Strategic Lead needs to have made communications for BWV a priority so that a comprehensive marketing communications plan can be available for the launch. CI McMillan recommends having both an internal and external campaign.

Internal

CI McMillan states that the internal communications are to encourage the front line officers to use the equipment and to answer obvious questions that may arise. Branding materials for BWV can be downloaded for free at: www.bwvsg.com/resources/mediabranding-materials.

External

The external communications are for the public's awareness and understanding of the equipment. CI McMillan recommends using the local radio, papers and billboards as means to mark the launch of the program.

The communications are to clear up the obvious questions that surround BWV, regarding privacy and usage policies that may concern members of the public and other stake holders.

Operating Procedure

The appendix below is a sample operating procedure that you could use as the basis of a formal document for your organisation (extracted from "Guidance for the non-Police use of overt body worn video devices" be Reveal Media available at http://www.bwvsg.com/wpcontent/uploads/2013/07/Non-Police-BWV-Guidance.pdf

Appendix 2: Sample Operating Procedure

Introduction

Body Worn Video (BWV) is an overt method by which staff can obtain and secure evidence at incidents. This document is intended to enable staff to comply with legislation and guidance to create evidence suitable for use ultimately in court proceedings if required. In addition to providing compelling supportive evidence for court it has been found that BWV can furnish other benefits such as;

- Raise standards of service.
- Reduce incident escalation.
- Augment opportunities for evidence capture.

- Reduce complaints.

BWV equipment provided for users should be compliant with the recommendations in the 'Technical specifications' section of the Guidance for the Police use of Body-Worn Video Devices published July 2007 by the Police and Crime Standards Directorate.

This document explains the process by which <Organisation Name> will utilise BWV devices. It will ensure a consistent and effective system is adopted throughout the organisation, benefiting both members of the public and staff.

BWV devices will be used by staff. It has the potential to significantly prevent, stop escalation, and record events involving conflict. In cases which involve legal redress it can improve the quality of evidence provided by members of the organisation. It will also raise standards of service providing a good reference for staff development.

BWV can be used across a wide range of operations and in all cases users and supervisors must use professional judgment with regard to the use of this equipment.

There are some examples of situations where the use of BWV is not appropriate; the following list is for guidance only and is not exhaustive.

- Legal privilege – users must be careful to respect legal privilege and must not record material that is, or is likely to be, subject to such protections.
- Private dwellings – users must consider the right to private and family life (Article 8 of the ECHR) and must not record beyond what is necessary for the requirements of the individual case.

Managers must ensure that the use of the cameras is widely advertised prior to the start of a programme of use ensuring 'fair processing' a requirement of the Data Protection Act 1998.

At an individual case level the use of BWV must be made clear by staff making a verbal announcement to those persons who may be recorded. In some cases it will not be practical to make such an announcement, on these occasions this announcement must been made as soon as practicable. Staff may also wear a sign/symbol in order to ensure fair processing is achieved in compliance with the Data Protection Act.

BWV cameras might be small, but they are not to be worn or used in a hidden or covert manner ensuring maximum impact on prevention and escalation of an incident.

The decision to record or not to record any incident remains with the user. The user must be mindful that failing to record an incident may require explanation. Therefore, if the user is present at an encounter where BWV can be used the user should record the incident.

Recording should be incident-specific: users should not indiscriminately record entire duties and only use recording to capture video and audio at incidents that would normally require reporting, whether or not these are ultimately required for use in evidence.

Risk Assessments / Health and Safety Considerations

Each incident should be subjected to a dynamic risk assessment on its own merits. When using BWV the decision to record or not record forms part of this risk assessment. The assessment should include consideration of the health and safety, human rights and welfare of all those involved.

Booking Out Equipment

All cameras should be stored in a secure area, in a suitable location along with any batteries and media cards. A supervisor will be responsible for maintaining the security of the cameras and the allocation to staff who have been instructed in its use. They should ensure that a suitable issue and returns log is available in order to show continuity if required.

When issued with the equipment the user should ensure that it is working correctly. This process should include the following basic checks:

- Unit is correctly assembled;
- Recording picture is the right way up;
- Sound recording level is appropriate to use;
- Date and time stamp is accurate.

Only specifically instructed personnel should be permitted to use BWV devices. On completion of instruction they will be locally authorised to use the equipment. Local trainers will carry out this instruction package. A record of instruction will be maintained at local level and added to the skills list of the individual.

Recording Events

Recordings should only be made in situations where the BWV wearer decides to take some form of action, or make an intervention e.g. violence prevention. All recordings have the potential to be used in evidence even if it appears at the time that this is unlikely.

It is important to record as much of an incident as possible. Recording should begin at the earliest opportunity at the start of an event.

Image Capture

At the start of any recording, the user should, where possible, make a verbal announcement to indicate why the recording has been activated. If possible, this should include:

- the date, time and location;
- the nature of the incident;
- confirmation to those present that the incident is now being recorded using both video and audio recording;

If the recording has started prior to arrival at the scene of an incident, the user should, as soon as possible announce to those present that recording is taking place and that actions and sounds are being recorded. Users should use straightforward speech that can be easily understood by those present, such as "I am video recording

you", "I am video recording this incident" or "everything you say and do is being recorded on video".

Users should attempt to minimise intrusion of privacy on those persons who are present but not involved in the incident, by keeping the camera focused on the incident and not bystanders.

Unless circumstances dictate otherwise, recording must continue uninterrupted from the start of recording until the conclusion of the incident. It is advisable that the member of staff continues to record for a short period after any incident to clearly demonstrate to any subsequent viewer that the incident has concluded and that the user has resumed other activities.

Prior to concluding recording, the user should make a verbal announcement to indicate the reason for ending the recording. This should state:

• the date, time and location; and

• the reason for concluding recording.

Selective Capture and Bookmarking

Selective capture is the user making a choice of when to record and when not to record. The nature of some incidents may make it necessary for the user to consider the justification for continuing to record throughout an entire incident. In cases where the user does interrupt or cease recording, they should record the decision including the grounds for making such a decision.

In recording an incident, it is likely that BWV users will encounter different people, as well as recording the visual evidence at the incident itself. Selective capture is a means by which users may separate encounters with each person in order to allow for easier retrieval at a later time. It is recognised that bookmarking (temporarily stopping and restarting recording) is not always practicable due to the nature of incidents; therefore it should only be attempted if the situation is calm and the operator is easily able to undertake this action.

Prior to any temporary suspension for the purpose of bookmarking, the user should make a verbal announcement clearly stating the reason for suspending recording. Following the pause at the start of recording the user should also announce that they have recommenced recording.

The bookmarking process will be demonstrated on the final whole recording of the incident by a missing section of a few seconds.

Use of BWV in Private Dwellings

If a BWV user is in a private dwelling, provided this is an incident that would normally be the subject of a written record, the user should record the incident using BWV in the same way in which any other incident is recorded.

It is particularly relevant when in a private dwelling that the user should, where practicable, make a general verbal announcement that recording is taking place. Recording should only be used when it is relevant to the incident, and users should

be mindful of the rights of individuals to respect for a private and family life under Article 8 of the European Convention on Human Rights.

In some circumstances staff may find that one party may object to the recording taking place. In such circumstances staff should consider the need to continue recording with care. Factors to consider in this decision making process are;

- the requirement to secure best evidence of any events that have occurred, whether this is in writing or on video, and that the video evidence will be more accurate and of a higher quality and therefore in the interests of all parties.
- that continuing to record would safeguard both parties, with a true and accurate recording of events, any significant statement made by either party and of the scene.

These factors should be explained to any person objecting to the recoding of any incident.

It is recommended that staff continue to record where incidents are occurring. However, if it becomes clear that the incident is not a matter suitable for recording the user must make a verbal announcement that the recording is being stopped prior to stopping the recording.

Transfer of images to BWV Evidence Management Software

Before completion of duty the BWV user will transfer all data from the camera or removable media card to the BWV Evidence Management software system for storage and retention.

All recordings will be transferred to the organisation's chosen BWV Evidence Management Software only. Any transfer to unauthorised storage facilities may result in legal or disciplinary proceedings.

Any recordings that require retention for evidence in court proceedings will be evidence and as such should be recorded as evidence through the BWV Evidence Management software. This footage will be retained in accordance with the organisations requirements and in line with current legislation. Non evidential footage will be erased after 31 days in accordance with legislation.

Deletion of Images

There are no circumstances in which the unauthorised deletion by the user or other person of any images that have already been recorded can be justified, and any such action may result in legal or disciplinary proceedings.

All non-evidential data will be retained on BWV Evidence Management software for 31 days and then deleted through the system.

Once transfer of the images has been completed all footage stored on a recording device or similar media will be deleted through the correct use of BWV Evidence Management software.

Return of Equipment

When the BWV equipment is no longer required it will be returned to the appropriate storage facility. The user will ensure that all equipment is in working order and suitable for re issue. Any damage or malfunctions must be reported to the supervisor responsible for the equipment. Care should be taken to ensure that the device and any batteries are placed on charge for the next user.

Responsibilities

User

The User of the BWV will have received basic instruction in the use and legislation surrounding BWV prior to any use.

It is the responsibility of the BWV user to ensure that:

- Equipment is checked prior to deployment to ensure it is working correctly.
- That the batteries are charged prior to use (consider taking spare batteries) and immediately recharged on return.
- That the time and date settings are accurate.
- That camera lenses are clean and the picture quality is suitable.
- The camera lens is aimed and focused appropriately to capture evidence.
- Compliance with legislation and guidance.
- View only footage they have a bona-fide reason for viewing.

Administrator

Administrators will be responsible for ensuring the BWV Evidence Management software is maintained and being used correctly.

They will dip sample entries within the system to ensure standards are maintained. Findings will be reported to line management.

They will also ensure that all documents associated with BWV use, such as booking in/out, viewing of footage, deletion and production of evidence conforms to this procedure and the policy document.

Ensuring viewing of footage is appropriate and controlled in line with guidance and legislation.

Responsible for fault reporting and seeing it is actioned at the earliest opportunity ensuring the equipment is available for use at all times.

Managers

Identified managers are responsible for the implementation of this document within their own area of business. They will ensure the use of BWV is ethical and correct in all areas of business.

Review of procedure

This document will be reviewed annually, commencing one year from the date of publication unless a change in procedure is identified earlier. The review will take account of changes in legislation and working practices, as well as the outcome of

consultation with relevant internal departments and external agencies and any evaluation. This review will be carried out by <Organisation Name>.

Usage Policy

The appendix below is a sample policy that you could use as the basis of a formal document for your organisation (extracted from "Guidance for the non-Police use of overt body worn video devices" by Reveal Media available at http://www.bwvsg.com/wp-content/uploads/2013/07/Non-Police-BWV-Guidance.pdf

Appendix 3: Sample Policy Document

About This Policy

This document explains how <Organisation Name> will approach and use Body Worn Video (BWV) technology and is primarily aimed at all staff.

The intention is for BWV to;

- Raise standards of service.
- Reduce incident escalation.
- Augment opportunities for evidence capture.
- Reduce complaints.

These are for illustration purposes and individual organisations may wish to replace or add their own.

Staff should comply with Policy when dealing with members of the public and when gathering evidence/information, ensuring the quality and integrity of that evidence/information. This document and associated procedure/SOPs must be followed at any incident where BWV is / has been used.

Organisations should have a Body-Worn Video evidence management system. This system should ensure compliance of all relevant legislation and provide a full audit trail maintaining evidential continuity.

General Principles

The decision to use BWV as a tactic must be justifiable and proportionate to the issue at hand.

<Organisation Name> is committed to the following and the use of BWV should be considered in any inter-action with members of the public.

If BWV is the preferred tactic then careful consideration must be given to the use of a comprehensive (local) marketing strategy to comply with 'fair processing' within the Data Protection Act 1998.

Declaration of Policy

Describe the current situation within your organisation re BWV. This document and associated procedure/SOP will standardise the use of BWV and the evidential product produced.

<Organisation Name> is committed to maximising its effectiveness in tackling (include objective for use of BWV). To this end it will explore the use of BWV to positively effect these areas.

<Organisation Name> will develop procedure/SOPs that clearly demonstrate how to use BWV, to improve the quality of the service this organisation delivers.

Staff are required to use the equipment in line with this document, with procedure/SOP, and local organisation strategies. They should receive full instruction in its use and the relevant legislation.

All staff will use equipment in line with organisation risk assessments.

Insert comment (if required) on professional standards approach to BWV e.g. will not routinely search the back office system for misdemeanours or unlawful acts committed by users, but if a complaint is received interrogation of the system is an appropriate line of enquiry.

Implications of this Document

This document focuses <Organisation Name> on using the right tactics for each identified problem. As such it gives direction to local managers in the strategic use of BWV.

BWV will have ongoing financial implications. After initial start up costs, these costs could include;

- Time of selected administrators to manage the system and instruction of staff.
- Time of staff undergoing instruction in the effective use of BWV.
- Time of business operational leads to effectively manage the use of BWV, and support and encourage the initiative.
- Signage to comply with 'fair processing' within the DPA.
- Ongoing costs to maintain and service both the BWV equipment and back office system and replace when necessary.

All staff identified suitable to use BWV equipment must have full instruction from an identified administrator or lead before using BWV.

Corporate guidance will be given wherever possible to reduce the necessity for local procedures to be overly complex.

Corporate risk assessments will be produced to give guidance on the use of BWV and associated equipment. These must be used in conjunction with other generic risk assessments. All staff will use equipment in line with published risk assessments.

<Organisation Name> will monitor the use of BWV to ensure the equipment is an appropriate tactic and that the use is in line with policy and procedure.

Tracking and Appraisal

This document is to be reviewed in the light of legal and procedural changes to ensure that the use of BWV is appropriate and adds value to <Organisation Name> objectives.

A full evaluation should take place within a reasonable period of time (e.g. 6 months) after initial set up to ascertain the value of BWV use to <Organisation Name> and the customers it serves.

Other Related Organisation Documentation

Related Policies

Information Sources

Guidance for the Police use of Body-Worn Video Devices

Data Protection Act 1998

European Convention on Human Rights

ICO - CCTV Code of Practice

SIA – CCTV Licensing and Use of BWV

HOSDB – Storage, Replay and Disposal of Digital Evidence Images

HOSDB – Digital Imaging Procedure