



MOPAC

MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Estate CCTV Lifecycle replacement programme FBC

MOPAC Investment Advisory & Monitoring meeting 10 March 2025

Report by Vince Fihosy on behalf of the Chief of Corporate Services

Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – COMMERCIAL

EXECUTIVE SUMMARY

In September 2022, PIB approved an OBC paper which set out the establishment of a programme to replace all life expired and approaching end of life CCTV systems across the estate over a 5-7 year period, with plans to implement a long term rolling programme for routine replacement such that the installed CCTV systems remain effective. In line with the recommendations in the OBC, this FBC seeks approval to invest in the Estate-wide replacement of life expired and obsolescent closed circuit television (CCTV) systems to establish/reinstate effective (monitored) surveillance security at the perimeter of sites across the estate, in order to improve the safety of personnel within these areas in addition, to providing better monitoring of accessible assets (vehicles, building facilities etc.). It also supports the 'layered' security methodology, of which CCTV is a vital component.

This FBC paper sets out proposals for prioritisation of sites, together with a request for approval to implement a 'business as usual' rolling programme of lifecycle replacements. This will align with our existing condition-based asset replacement programme for major infrastructure items supporting the estate. Approval will ensure that we maintain a fit for purpose Estate and Custody CCTV system for the longer term, in line with the approved OBC.

A rolling five year replacement programme has been developed that will offer a front line focused programme of work, supporting the New Met for London (NMFL) plan. The programme aligns with the draft 2024-2034 Estates Strategy and supports the Fixing our Foundations strand by delivering safe and secure facilities for our people, our property and our assets.

The development of the business case has been completed with the strategic and operational support of the Met's Security Governance Boards which have provided oversight and direction: the Estate Security Strategy Board (chaired by DAC Ade Adelekan) and the Estate Security Delivery Board (chaired by T/Commander Elisabeth Chapple). This includes recognising the outputs of the ongoing governance review being carried out by ACSO and the latest thinking around tough choices. All of the costs set out in this paper are included within previously approved budgets and the approved Capital Plan and are also included in the main capital plan for the 2025/26 budget submission. The approval of this FBC is not linked to other decisions under consideration.

Recommendations

MOPAC is requested to note and approve the following:

1. **Approve** the delivery of prioritised activity to replace the current, life expired, CCTV systems with a secure, networked system that allows proactive 'live-scene' monitoring as well as providing functionality for OCUs to view live and recorded data within other Met locations. The expected capital spend is £24.5m over a five calendar year period (2025/26 to 2029/30), with an ongoing investment of £5.0m per annum thereafter, as per the EXCO approved recommendations set out in the OBC. This includes the following:
2. **Approve** that delegated authority is granted to the Director of Commercial Services for the procurement and award of specialist suppliers for the replacement of CCTV installations as part of the Estates CCTV rollout programme up to the value of £24.5m over six year period, to one or more suppliers for Project and Cost Management services and building works via the MPS's Professional Services Framework and Building Works Framework, to support the implementation of the works required for Years One to Six of the rollout. This will be funded from the CCTV replacement programme budget within the approved capital plan.
3. **Approve** that delegated authority be granted to the Director of Commercial Services for the procurement and award of specialist suppliers for the selection, testing, implementation and onward hosting on the Met Cloud of a commercial software solution for the CCTV management system and secure networking of Estate CCTV to the value of £1.9m. Funding for this is included in the overall £24.5m.
4. **Approve** the allocation of the £24.5m of capital funding over the 5 year budget cycle 25/26 to 29/30, plus an ongoing £5m per annum budget, funded from the CCTV funding line identified in the current approved Capital Plan.

Time sensitivity

A decision is required from the Deputy Mayor by 24/03/2025, the standard advised earliest available date post-IAM.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime

Introduction and background

1. In September 2022, Portfolio and Investment Board (PIB) approved an OBC paper which set out the establishment of a programme to replace all life expired and approaching end of life CCTV systems across the estate over a 5-7 year period, with plans to implement a long term rolling programme for routine replacement such that the installed CCTV systems remain effective.

2. In approving the OBC, PIB accepted the recommendation that the Met needs a functioning, fit for purpose Estate CCTV surveillance system to meet a range of current and future requirements which fall into three core categories:
 - Surveillance systems required to meet compliance, regulatory and accreditation requirements. Failure of these systems would have an impact on operational policing (e.g. camera systems monitoring custody environments, criminal exhibit stores, weapons handling and storage, and Met SECRET areas);
 - Support the monitoring of engagement with the public and contribute to the maintenance of public confidence (e.g. in front counter, reception, custody and public access areas);
 - Provide one of the key elements of the holistic security overlay for the Estate: proactive surveillance of secure line entry points; protecting our people, visitors, data and physical assets; to facilitate incident response and support investigations/enforcement.
3. In line with the recommendations in the OBC, this FBC seeks approval to invest in the Estate-wide replacement of life expired and obsolescent closed circuit television (CCTV) systems to establish/reinstate effective (monitored) surveillance security at the perimeter of sites across the estate, in order to improve the safety of personnel within these areas in addition, to providing better monitoring of accessible assets (vehicles, building facilities etc.). It also supports the 'layered' security methodology, of which CCTV is a vital component.
4. This FBC paper sets out proposals for prioritisation of sites, together with a request for approval to implement a 'business as usual' rolling programme of lifecycle replacements. This will align with our existing condition-based asset replacement programme for major infrastructure items supporting the estate. Approval will ensure that we maintain a fit for purpose Estate and Custody CCTV system for the longer term, in line with the approved OBC.
5. A rolling five year replacement programme has been developed that will offer a front line focused programme of work, supporting the New Met for London (NMFL) plan. The programme aligns with the draft 2024-2034 Estates Strategy and supports the Fixing our Foundations strand by delivering safe and secure facilities for our people, our property and our assets. The development of the business case has been completed with the strategic and operational support of the Met's Security Governance Boards which have provided oversight and direction: the Estate Security Strategy Board (chaired by DAC Ade Adelekan) and the Estate Security Delivery Board (chaired by T/Commander Elisabeth Chapple). This includes recognising the outputs of the ongoing governance review being carried out by ACSO and the latest thinking around tough choices. All of the costs set out in this paper are included within previously approved budgets and the approved Capital Plan and are also included in the main capital plan for the 2025/26 budget submission. The approval of this FBC is not linked to other decisions under consideration.
6. Further background detail is contained in the restricted section of the report.

Issues for consideration

7. Protective Security Operations (PSO) and the MPS security governance boards consider that the MPS estate cannot be considered correctly secured without the right balance of detect and delay measures linked to the appropriate response. The building line is currently considered the 'secure line' by MPS security standards but there have been a number of examples of incursions into the perimeter of MPS facilities and these present a significant risk which should be mitigated.
8. Should CCTV not be upgraded to be effective and be proactively monitored, the current threat would increase as equipment continues to age and fail and the risk of undetected, unrecorded, and un-evidenced incidents will increase. Alternative measures to reduce this risk could involve provision of additional guarding or to increase the delay aspect of facilities by improving the physical measures which would make the facilities far harder to enter. However, PSO advise that it is important that any delay measures are linked to a specific detect function to allow response to be managed. There are also often challenges when installing physical measures due to the need for planning permission as facilities often border residential areas.
9. To ensure that the new system provides an effective "detect" functionality, it is intended that any replacement system (certainly for non-custody areas) would be a centrally managed, cloud hosted solution that would be linked to automated image analysis software. This analytics software would highlight matters of concern to a central control room for proactive management and intervention, including the despatch of response teams if needed. This approach is considerably more efficient than the current locally managed approach and would enable a potential reduction in costs for guarding provision at sites with this type of coverage.
10. The budget for the works proposed in this FBC is included in the approved Capital Plan. This FBC does not change any of the core assumptions or costs identified in the OBC and is supported by all key stakeholders, including the MPS estates security governance boards.
11. Further issues for consideration are contained in the restricted section of the report.

Contributes to the MOPAC Police & Crime Plan 2022-25¹

12. The Mayor wants London both to be a safer city and for Londoners to feel safer. To deliver this vision the Police and Crime Plan sets out some key areas for action which include: Reducing and preventing violence; Increasing trust and confidence; Better supporting victims.
13. The MPS teams across the estate deliver work which is critical to keeping all Londoners safe. The Estate CCTV Lifecycle replacement programme will help support operational needs and will help ensure staff, data and equipment are kept safe.

¹ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

Financial, Commercial and Procurement Comments

14. All of the costs set out in this paper are included within previously approved budgets and the approved Capital Plan and are also included in the main capital plan for the 2025/26 budget submission. The approval of this FBC is not linked to other decisions under consideration. The expected capital spend is £24.5m over a five calendar year period (2025/26 to 2029/30), with an ongoing investment of £5.0m per annum thereafter, as per the EXCO approved recommendations set out in the OBC.
15. Due to the five to seven year effective lifetime of CCTV infrastructure, the chosen investment programme will require an ongoing and long term allocation of funds to ensure that the CCTV equipment installed on the estate remains fit for purpose. This need is reflected in the funding currently identified in the approved Capital Plan.
16. Costings for all current Electronic Security Systems (ESS) projects, which include CCTV, are based on the current, provable, costings per system unit (extracted from recently tendered works). These are applied to a detailed design requirement, developed by the Met's in-house subject matter experts. The average site installation is £145.0k. For the purposes of FBC costings, each of the first four sites to be delivered in (the part year of) 2024/25 and the first full year 2025/26 have been costed based on the latest completed projects, on a camera-for-camera camera basis. Following years 2026/27 to 2029/30 are based on estimated costs as the rollout may prioritise and deprioritise sites which will affect in-year costings. The overall envelope of £24.5m, including 15% OB remains.
17. There is no expected revenue saving as a result of this programme in the current budget cycle. Once the programme has completed its initial 5 year refurbishment cycle, revenue savings are expected as a result of the improved quality and planned maintenance of CCTV systems, reducing the requirement for ad-hoc replacement of life expired equipment. These savings will be incorporated in future budget cycles.
18. The totals for capital expenditure have been calculated based on recent projects and budget estimates for typically-sized sites based on the number of cameras per site.
19. Changes to the size of the Met Estate, as a result of the implementation of the revised Estate Strategy, will affect the contract cost of the ESS maintenance contract but such changes are outside the scope of this programme.
20. The key assumptions made in preparing economic and financial appraisals are:

- That key CCTV hardware is not adversely affected by price instability.
 - That component shortfalls (CCTV components are not made in the UK) do not impact the timeframe for Year One (following years will benefit from planning on long delivery items).
 - That any changes to UK Government advice regarding foreign-origin CCTV systems does not significantly affect UK supply of components or their pricing.
21. Following FBC approval, the initial requirement is to procure and appoint Project and Cost Management services to support delivery of Year Two of the programme with the option to retain for the full multi-year programme.
22. These services will be appointed via a compliant call-off contract via the MPS Professional Services Framework 2022-2025 (design, technical support services, project and cost management for all project values), or a MOPAC approved replacement retendered framework procured under the Procurement Act 2023. The works delivered in Year One (2024/25) will be managed by in-house PSD resources.
23. Further requirements will be appointed via a compliant call-off contract for single or multi- site based installation of CCTV systems and supporting minor construction and electrical services utilising the MPS Building Works Framework – 2022- 2025 (construction works up to £5m), or a MOPAC approved replacement retendered framework procured under the Procurement Act 2023.
24. Year one and two installations will be procured via Value Added Reseller (VAR) Met frameworks. This represents the MPS with a compliant route to market and provides best value. Once building works are included in year 3 onwards, then the Met frameworks would be utilised and PSD Commercial Business partners engaged to undertake the commercial exercise.
25. The utilisation of the specified Met frameworks will provide a procurement-compliant route to support Years One and Two of the rollout. There are options for Years Three to Five which will be considered jointly with the programme managing taking the recommendation from Commercial Services in good time to achieve the best value and quality outcomes for these years. Year Three to Five options include:
- a) Continued use of existing Met construction–orientated frameworks, as retendered for award in 2026, subject to MOPAC business case approval and procured via the new Procurement Act 2023.
 - b) Utilisation of relevant public sector frameworks (such as Crown Commercial Services), if appropriate.
 - c) The tendering of a new Met-specific Electronic Security framework contract.
 - d) A blended approach combining two or more of the above.
26. The selection, development and testing of the commercial networked software solution will be procured through DDaT compliant frameworks and contracts with the programme approval providing funding to meet DDaT costs. Significant

preparatory activity has already been undertaken between PSD and DDaT, which is now on-hold pending further financial commitment from FBC approval.

Legal Comments

27. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of public contracts for goods and/or services valued at £214,904 and works valued at £5,372,609 or above shall be procured in accordance with the Regulations. This report confirms the value of the proposed contract exceeds this threshold.
28. Purchasing through a compliant Framework Agreement will comply with the Regulations where the proposed award is within the scope of the Framework Agreement. This report confirms the proposed contract award will be via a MOPAC or third party framework and therefore would compliant with the Regulations.
29. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") has delegated authority to approve:
 - Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
 - All requests to go out to tender for contracts of £500,000 or above, or where there is a particular public interest (paragraph 4.13).
30. Paragraph 7.23 of the Scheme provides that the Director of Strategic Procurement has consent for the approval of the award of all contracts, with the exception of those called in through the agreed call in procedure. Paragraph 4.14 of the Scheme provides the DMPC reserves the right to call in any MPS proposal to award a contract for £500,000 or above.
31. Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides MOPAC must secure the maintenance of the Metropolitan Police Service, and secure that the Metropolitan Police is efficient and effective. In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of "the Act" "do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office". This includes, entering into contracts and other agreements, in addition to acquiring and disposing of property (including land). MOPAC has the power to dispose of surplus properties (including land) under paragraph 7 (2) (b) of Schedule 3 of the "the Act".
32. The Commissioner may also do anything which is calculated to facilitate or is conducive or incidental to acquiring and disposing of property (apart from land) but only with the consent of MOPAC under paragraph 4 (2) (b) of Schedule 4 of "the Act".

Equality Comments

33. There are no foreseen negative Equality or Diversity implications arising from the CCTV replacement programme. The programme does not affect the physical working environment.
34. All framework consultants and contractors have been evaluated at framework tender stage for acceptable Equality and Diversity statements, as well as their ability to meet the MET requirements under the Equality Act 2010 as a supplier to MOPAC.

London Anchor Institutions' Charter².

35. The Met is committed to:
 - Addressing the Negative Economic Impact of Covid 19
 - Narrowing Social, Economic and Health Inequalities
 - Supporting Young People and Providing Opportunities
 - Supporting Communities Heavily Impacted by the Pandemic
 - Advancing the Delivery of the Net Zero Carbon initiative
36. As part of their appointment onto the Met frameworks, the delivery partners the Met will use to deliver this programme have committed to take specific actions to address the above issues. As part of the framework management approach, the linkage between individual appointments and actions taken and the effectiveness of those actions in delivering the above commitments will be reviewed and assessed. The contracts will encourage the use of London supply chain specific initiatives including: apprenticeship levies; adherence to modern slavery and London Living Wage obligations; social value impact opportunities.

Privacy Comments

37. This information is contained in the restricted section of the report.

Real Estate Implications

38. This a property services directorate owned business case. There are real estate implications outlined throughout the report.

Environmental Implications

39. This programme will comply with the MET Sustainable Design Guide (SDG), the MPS Environment Policy and applicable Environmental legislation.
40. At FBC stage no significant environmental benefits have been identified but where opportunities for environmental benefits and associated costs savings present themselves during planning and implementation (as a result of the extended rollout) these will be considered for inclusion.
41. Digital CCTV systems use far less power than outgoing analogue technology. The use of Power Over Ethernet (POE) digital camera systems means that the number of power supply units required for cameras will be much reduced lowering power usage. No data is available to estimate a cashable benefit, however. More power efficient recording systems (usually located within TERs) will have a positive, albeit limited effect, reducing the TER cooling required.

² <https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/anchor-institutions-charter>

Background/supporting papers

42. None

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Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE [OPERATIONAL]

Part 2 of Estate CCTV Lifecycle replacement programme FBC as part of Programme 11 Transforming the Estate is exempt from publication for the following reasons:

- Exempt under Article 2(2)(c) of the Elected Local Policing Bodies (Specified Information) Order 2011
- The relevant section under the FOIA that would exempt this information from disclosure is Law Enforcement - Section 31 (1).

The paper will continue to be exempt unless, on review, non-publishable sensitive data is redacted. To be reviewed no earlier than 10 March 2030