

**REQUEST FOR DMPC DECISION – PCD 81****Title: Hendon and Lambeth Video Wall Replacement****Executive Summary:**

This paper concerns the replacement of the existing Video Walls at the Met Communication Command (CC) centres in Lambeth and Hendon. The Video Walls are used in the Special Operations room to view CCTV footage and are an integral part of policing any major event. The equipment is now over ten years old and is obsolete and no longer supported by the manufacturer. Failure of the screens during an operation presents significant organisational risk. This paper requests £2,279,000 to replace the existing screens and supporting infrastructure.

**Recommendation:**

That the Deputy Mayor for Policing and Crime (DMPC)

1. Approves capital spend (£2,279,000) to be funded from the Information Management Futures programme.
2. Agree to utilise the existing MPS Electronic Security and Control Room Framework Agreement and award a contract to Cinos.
3. Note that £2,000,000 should be put as a placeholder in the capital plan for a further refresh in 2019/20.

**Deputy Mayor for Policing And Crime**

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

**Signature***Siphe hender***Date***27/10/16*

## **PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC**

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1. The Special Operations Rooms (SOR) at Met CC Lambeth and Hendon have a number of video walls which are integral part of policing any major event. The existing video wall equipment was installed in 2006. The equipment is now over ten years, obsolete and no longer supported by the manufacturer.

#### **2. Issues for consideration**

- 2.1. Failure of the screens during an operation presents significant organisational risk, which has happened at a number of major events. The SOR is an essential part of the MPS ability to manage major incidents and large scale police operations around crime enquiry.
- 2.2. The proposal also considered collaborative procurement approaches with other members of the GLA Family. However, there are similar frameworks but none met the specific requirements of this proposal. At the time of letting in 2014 the strategy was to let a framework of four lots specifically for the MPS, this contract being from one of those lots. The strategy that the MPS currently has and will adopt in the renewal of this framework in 2017 is that we let contracts/frameworks to include other public sector potential users such as Police or GLA Family – within the confines of the EU legislation.

#### **3. Financial Comments**

- 3.1. The replacement of the Video Walls requires up to £2,279,000 in capital spend. This will be funded from the Information Management Futures programme in the approved Capital Plan.
- 3.2. The support costs will be funded from the MPS 2016/17 revenue budget.
- 3.3. It is also recommended that £2.0m is put into the Capital Plan for 2019/20 for a further refresh.

#### **4. Legal Comments**

- 4.1. The recommendation can be lawfully approved in accordance with MOPAC Contract Regulations and EU/UK Procurement law.
- 4.2. In accordance with the MOPAC Scheme of Delegation and Consent (4.13), the DMPC must approve all requests to go out to tender for contracts that exceed £500,000. Also under 4.8 approval is required for all business cases of £500,000 and above.

#### **5. Equality Comments**

- 5.1. There are no equality and diversity implications as a result of this technology refresh.

#### **6. Background/supporting papers**

**Public access to information**

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

**Part 1 Deferral:**

Is the publication of Part 1 of this approval to be deferred? NO

**Part 2 Confidentiality:** Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rational for non –publication.

Is there a **part 2** form – NO

**ORIGINATING OFFICER DECLARATION:**

	<i>Tick to confirm statement (✓)</i>
<b>Head of Unit:</b> The Head of Strategic Finance and Resource Management has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
<b>Legal Advice:</b> The MPS legal team has been consulted on the proposal.	✓
<b>Financial Advice:</b> The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
<b>Equalities Advice:</b> Equality and diversity issues are covered in the body of the report.	✓

**OFFICER APPROVAL****Chief Executive Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature

R. Lawrence

Date

25/10/16





## *Business Justification*

### *Video Wall Replacement Investment Advisory Board 20 October 2016*

#### Freedom of Information Act Publication Scheme

Protective Marking	Commercial - Protected
Publication Scheme Y/N	N
Title	Video Wall Replacement
Version	1.3
Summary	[Request to replace obsolete TV equipment in the Met CC SOR needed to view live CCTV footage]
(B)OCU or Unit, Directorate	Digital Policing
Author	Cmdr BJ Harrington/Laura Marjason-Smyth
Review Date	8 <sup>th</sup> September 2018
Date Issued	21 <sup>st</sup> September 2016



### Version History

Version	Date	Additions/Modifications	Prepared/Revised by
0.1	31.08.2016	First draft revision	Laura Marjason-Smyth
0.2	08.09.2016	Additional detail added	Jon Simmons
0.3	08.09.2016	Additional consultation feedback included	Laura Marjason-Smyth
0.4	08.09.2016	Additional feedback from Cmdr Harrington	Laura Marjason-Smyth
0.5	16.09.2016	Update of Section 4 - Commercial Case	Lee Kitchen
1.0	20.09.2016	Incorporating SC&O COG feedback	Laura Marjason-Smyth
1.1	21.09.2016	Final amendment	Laura Marjason-Smyth
1.2	22.09.2016	Incorporating Finance comments	Laura Marjason-Smyth
1.3	26.09.2016	Incorporating Finance comments	Laura Marjason-Smyth

### Internal Consultation & Assurance

The following people have been consulted in the production of this Business Justification and their opinions incorporated.

Directorate / Dept.	Name & Job Role	Rank / Grade	Date Assured
HQ Commercial Services (Procurement)	Lee Kitchen	B	16.09.2016
DP	Laura Marjason-Smyth Angus McCallum	S Premier	08.09.2016 09.09.2016
Property	John Cannon	B	13.09.2016
Finance Business Partners	Ruth Hodson	S1	08.09.2016
Safety & Health Risk Management	Mike Chinchin	L	13.09.2016



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# 1 Decisions Required

This Business Justification concerns the replacement of the existing Video Walls at the Met CC centres in Lambeth and Hendon.

The Investment Advisory Board is requested to approve the following recommendations:

- Approve Option 3 in this paper for capital spend (£2,279,000) to replace existing mission critical Video Wall screens and supporting infrastructure within the Special Operations Room (SOR) at Lambeth and Hendon. This is required to replace existing equipment that is now obsolete, but essential to managing major police operations. A funding requirement has been added to the latest capital programme which is under discussion with Management Board and MOPAC. Digital Policing and Finance have agreed that the £2,279,000 will be funded from the Information Management Futures programme which has a surplus in the approved Capital Plan.
- Agree to utilise the existing MPS Electronic Security and Control Room Framework Agreement and award a contract to Cinos.
- Note that £2,000,000 should be put as a placeholder in the capital plan for a further refresh in 2019/20. All future capital plans will be prepared for consideration by the Mayor.

The key issues the Board need to take account of are:

- Oversight of the installation and ongoing maintenance will be managed by SC&O35 Operational Technology within existing revenue budgets.
- That this capital funding is requested to replace existing equipment that is now obsolete, but essential to managing major police operations. The new solution is required to maintain business as usual capability, but also includes an upgrade from analogue to digital CCTV feeds, improving image quality.
- The Special Operations Room is an essential part of the MPS ability to manage major incidents, large scale police operations around crime enquiries. In addition it is the location where firearms incidents and pursuits are commanded. The access and visibility provided to commanders managing these high profile incidents cannot be overstated. They provide live feeds of all of London's many thousands of CCTV cameras, aerial footage from a range of sources including the police helicopter as well as bespoke cameras set up for specific operations.



## 2 Strategic Case

The Special Operations Rooms (SOR) at Met CC Lambeth and Hendon have a number of video walls which are an integral part of policing any major event. The existing video wall equipment was installed in 2006, costing £2.4m. The equipment is now over ten years old and is obsolete and no longer supported by the manufacturer. Failure of the screens during an operation presents significant organisation risk, as the Command Team are effectively 'blind' to the operation. On a number of occasions, screens have failed during critical moments such as the State Opening of Parliament and Remembrance Day. The maintainer has warned that failures will become increasingly common. Furthermore, our stock of spares has been used up and economic repair is no longer viable.

The environment within Met CC Lambeth and the fall back site at Hendon are an essential part of the MPS ability to manage major incidents, large scale police operations around crime enquiries. In addition it is the location where firearms incidents and pursuits are commanded. The access and visibility provided to commanders managing these high profile incidents cannot be overstated. They provide live feeds of all of London's many thousands of CCTV cameras, aerial footage from a range of sources including the police helicopter as well as bespoke cameras set up for specific operations.

The range of events where this is essential to effective management is huge, but key ones worthy of mention are all of the ceremonial events in London, large scale protests, large scale sporting events such as a London Marathon and Premiership Football.

The Special Operations Room is also the MPS Gold control for our response to major incidents. In 2011 the response to the disorder was led from there and more recently the Hyde Park disorder response and Russell Square knife attack was managed from there. In the event of a Marauding Terrorist Attack, SOR would be the London Police Gold control room.

Whilst used on fewer occasions, Hendon SOR is the business continuity location and having the same capability is essential.

The necessity for these video walls cannot be overstated. A pragmatic 'needs based' assessment has been made by operational commanders to support DP and this is the preferred option outlined in this paper.

The risk to the MPS and the delivery of effective command and control is, in the assessment of the Commander Harrington 'high', and in an MTFA could lead to loss of life and in more routine operations result in less informed leadership and command with the resulting consequence to public safety, public order, crime and confidence in the MPS.

The screens currently in Lambeth and Hendon are shown in the tables below:

### Lambeth Video walls

Room/Display	Current Format	No. of Screens
Gold	2x2 Large LCD	4
Silver	2x2 Large LCD	4
Conference	3x2 Large LCD	6
Tactical	3x2 Large LCD	6
Briefing	3x2 Back-Projection Cube	6
SOR1	6x2 Back-Projection Cube	12
SOR3A	5x2 Back-Projection Cube	10
SOR3B	5x2 Back-Projection Cube	10
Monitoring Suite	50x2 Small LCD	100
<b>Total</b>		<b>158</b>

**Hendon Video walls**

Room/Display	Current Format	No. of Screens
Gold	2x1 Large LCD	2
Silver	2x1 Large LCD	2
Tactical	3x2 Large LCD	6
Briefing	3x2 Large LCD	6
SOR4	12x2 Back-Projection Cube	24
Monitoring Suite	16x4 Small LCD	64
<b>Total</b>		<b>104</b>

Of the 100 screens in the monitoring suite at Lambeth, 28 have failed and can no longer be repaired. The four main video walls at Lambeth (SOR1, SOR3A, and SOR3B) and Hendon (SOR4) are still working, but are not resilient. There have been a number of major failures during key events in November 2014 (Remembrance Day), October 2015 and April 2016 (London Marathon). When the screens break, they currently need to be sent to the manufacturer in Holland for repair, which is both expensive and time consuming. It takes several days to get screens fixed. To keep Lambeth operational, the engineers frequently have to remove equipment from Hendon to fill gaps, meaning that this site is inoperable as a fall back site in the event of an emergency. It is anticipated that these screens will fail more and more frequently if not replaced.

As well as being obsolete and unsupported, the screens are based on analogue technology, using ageing CCTV equipment behind them. The MPS has now moved to a digital CCTV core which brings the option of viewing High Definition images and offers a better quality for standard definition images. This upgrade would therefore improve image quality available within SOR, providing better quality information to decision makers.

### 3 Economic Case

A number of options have been considered in dealing with the obsolete video wall technology currently deployed in Lambeth and Hendon.

#### Option 1 – Do Nothing

The MPS could choose not to replace the Video Walls and to continue to fix screens when they break. This option has been discounted because these failures are likely to become more frequent the longer they are left in situ. This option does not deal with expensive costs and time delays of fixing the screens. There is a significant risk that multiple screens will fail during a major event, leaving Gold & Silver without the information that they need to inform decisions in threat-to-life circumstances. Apart from Gold/Silver/Tactical & Conference rooms at Lambeth, It would be necessary to decommission the existing Video Walls and make good.

##### Benefits:

- Avoids capital spend on new equipment

##### Dis-benefits:

- Increased risk of failure at a major event
- Increase costs for repairs

#### Option 2 – Replace All Screens

The MPS could chose to replace all of the existing Video Walls in Lambeth and Hendon. This option would give the MPS maximum coverage and flexibility during major events. However, this option is not recommended because some Video Walls are not used regularly and therefore do not provide good value for money.

##### Benefits:

- Improved image quality on screens
- Improved resilience and reliability of screens
- Direct connection to the new CCTV core network removing all analogue circuits.
- Viewing of High Definition images.

##### Dis-benefits:

- Significant capital spend required

#### Option 3 – Replace Selection of Screens (recommended)

The MPS could choose to replace the screens that are used frequently and provide value for money. The business have identified that the Briefing Room screens do not need to be replaced. Any screens that are not replaced will need to be decommissioned. Consideration was given to removing the screen SOR1, nearest the glass wall, but this was discounted because it is essential when multiple operations are in progress. The cost of replacing this wall (£100k) is not a significant proportion of the overall cost required.

##### Benefits:

- Improved image quality on screens
- Improved resilience and reliability of screens
- Direct connection to the new CCTV core network removing all analogue circuits.
- Viewing of High Definition images.
- Reduce costs of screens not required

##### Dis-benefits:

- Significant capital spend required

The breakdown of the screens to be replaced in option 3 is shown below:

Room/Display	Lambeth & Hendon?	Current Format	Required?
Gold	Both	2x2 Large LCD	Yes
Silver	Both	2x2 Large LCD	Yes
Conference	Lambeth	3x2 Large LCD	Yes
Tactical	Both	3x2 Large LCD	Yes
Briefing	Both	3x2 Back-Projection Cube	No
SOR1 (used for multiple ops)	Lambeth	6x2 Back-Projection Cube	Yes
SOR3A (main screen)	Lambeth	5x2 Back-Projection Cube	Yes
SOR3B (used by PaDP)	Lambeth	5x2 Back-Projection Cube	Yes
SOR4 (main screen)	Hendon	12x2 Back-Projection Cube	Yes
Monitoring Suite	Lambeth	50X2 Small LCD	Yes
Monitoring Suite	Hendon	64X4 Small LCD	Yes

For options 2 and 3, where screens are replaced there is additional work required to migrate the back-end processing from the current analogue technology to digital. The costs of these three options are shown in the table below.

Requirement	Option 1	Option 2	Option 3
Cost of Screens/Digital upgrade	£0	£2,300,000	£2,200,000
Decommissioning	£343,000	-	Included
Ongoing Revenue funded from current SCO35 budget	-£34,000	£79,000	£79,000
<b>Total</b>	<b>£309,000</b>	<b>£2,379,000</b>	<b>£2,279,000</b>

## 4 Commercial Case

The MPS are procuring the replacement of the existing Video Walls at the Met CC centres in Lambeth and Hendon including the provision of supporting infrastructure.

The requirement was previously managed by Digital Policing - in early 2016 this was transferred to SCO35 to manage. Consequently the requirement sits outside of the Total Technology Program Infrastructure (TTPi) Towers model and there are no current plans to transition the requirement into the Towers model.

To ensure that value for money is achieved and that the requirements are effectively maintained and supported the client unit within SCO35 will closely manage the performance of the new contract by monitoring spend through-put, that key performance indicators and service levels are met on time.

The MPS will utilise the existing MPS Electronic Security and Control Room Framework Agreement (SS3/13/107). The intention is to award a contract to Cinos under Lot 3 (Digital Video Recording Systems, Video walls and Ancillary Services) single supplier Lot.

The scope of any call-off tendered through the Framework Agreement under Lot 3 may include, but is not be limited to the design, supply, installation, decommission, support and maintenance of the following systems:

- New and replacement video wall and displays
- New and replacement digital storage systems
- Bespoke supply & maintenance of specialist audio & video systems
- New and replacement video conferencing systems
- Network design and management
- IPTV systems
- Control room design & furniture
- Digital signage
- Other services in scope under the Framework Agreement

The Framework Agreement provides SCO35 with a compliant route to market for all purchases relating to Electronic Security Equipment, Systems and Services. Any subsequent contract award, utilizing Lot 3, can be let for up to a maximum of four years during the term of the Framework Agreement.

The Framework Agreement provides value for money in terms of:

- Compliant route to market.
- The suppliers on the Framework Agreement Lots were selected as a result of an OJEU tendering exercise evaluating financial status, past experience, capability and price.
- Labour rates are fixed.
- Rebates will be paid back to the MPS in terms of throughput from resulting contract awards.
- By utilising the Framework Agreement there will be an internal and external saving both to the MPS and to the external supplier base as there will be no requirement to undertake further OJEU tendering processes for each requirement, as the Framework Agreement is a mechanism to award to a single supplier under Lot 3.

## 5 Financial Case

The replacement of the Video Walls requires up to £2,279,000 in capital spend. A funding requirement has been added to the current capital programme. A funding requirement has been added to the latest capital programme, which is under discussion with Management Board and MOPAC. Digital Policing and Finance have agreed that the £2,279,000 will be funded from the Information Management Futures programme which has a surplus in the approved Capital Plan. It is recommended that £2.0m is put into the capital plan for 2019/20 for a further refresh. All future capital plans will be prepared for consideration by the Mayor.

There will be an increase in the support costs due to the change from analogue to digital technologies. This includes software licences which are required to support the screens.

There are sufficient funds within the SCO35 revenue budget to cover this additional cost. This has been achieved from recent savings made by assimilating a number of silo maintenance contracts to one overarching contract.

Funding for maintenance of Operational CCTV systems managed by SCO35 is included in its yearly operating budget. The costs included in this business case were provided by Cinos based on the specification provided by Operational Technology. The specification for this is shown below:

### Lambeth

- Existing Elport 19" video wall displays will be replaced with 14 x 55" ultra-narrow bezel displays.
- The video wall will be built in a 1x14 configuration using a series of wall mounted and floor to ceiling columns utilising serviceable bracketry
- An allowance has been made Re-fabrication of the wooden surround, existing storage area, desk and structural support for angled displays
- A total of 4 multi format connections (HDMI + VGA) connections will be provided to the operations desks in front of the wall so that ad-hoc connectivity can be displayed on the wall during operations
- Each input connection will be fed into a central switcher so that ad-hoc sources can be routed anywhere on the monitoring suite video wall

### Hendon

- Existing Elport 46" video wall displays will be replaced with 6 x 55" ultra-narrow bezel displays.
- The video wall will be built in a 2x3 configuration using a series of wall mounted and floor to ceiling columns utilising serviceable bracketry

## 6 Management Case

The requirement currently sits outside of the Service Integration and Management (SIAM) Towers model. As this is a business as usual technology replacement, it will be implemented and managed by SC035, Public Order Technology. Met CC and Public Order command will continue to be consulted on implementation.

The following operational stakeholders have been consulted in the requirements and will continue to be involved through the implementation so far include:

Stakeholder	Role & OCU
BJ Harrington	Commander, SC&O
Colin Morgan	Ch Superintendent, SC&O22
Iestyn Prosser	Superintendent, SC&O37
Ade Adelekan	Superintendent, SC&O37
Andy Barnes	D/Superintendent, SC&O22
Andy Dunn	Ch Inspector, SC&O37
Paul Coats	Inspector, SC&O37

