

Committees: Police Authority Board – For Decision Health & Wellbeing Board – For Information Digital Services Committee – For Information City Bridge Foundation Board – For Information	Dates: 17 Sep 2025 19 Sep 2025 24 Sep 2025 25 Sep 2025
Subject: Secure City Programme (SCP) Issues Report Sep25 Unique Project Identifier: 12206	Issues: Programme Proposal Complex
Report of: Executive Director of the Environment Department Commissioner, City of London Police Report Author: Ian Hughes, Director, City Operations, Environment Department Lorenzo Conigliaro, Chief Inspector & Secure City Programme Director, City of London Police	For Decision / For Information

NOT FOR PUBLICATION

By virtue of paragraph(s) 7 of [Part I of Schedule 12A](#) of the Local Government Act 1972. Specifically, this report contains sensitive information which may be exempted under the Act, and as this cannot be presented to Members as a separate appendix this report needs to be considered in closed session. It is considered that information falling under the following paragraphs outweighs the public interest in disclosing information:

7)	<i>Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.</i>
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Recommendations

1. Status update	Programme Description: The Secure City Programme (SCP) is tasked with establishing a stable CCTV security platform and capability that is commensurate with the needs of modern-day security and services across The City. The legacy surveillance capability was beyond end-of-life and no longer fit for purpose.
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	<p>The scope of SCP has been structured on the basis of prioritising its projects in a manner that will derive maximum benefit to both the City Corporation and City of London Police along with delivering efficiencies and improved capabilities.</p> <p>This programme was initially established as nine projects under the Secure City heading. Over the life of programme, the structure has been consolidated to enable project delivery, financial control and re-scoped through committee governance. The three active workstreams are:</p> <ul style="list-style-type: none"> • CCTV & Telecommunications • Video Management System (VMS) / Video Analytics (VA) • Vulnerable People / Bridge Security (VP) <p>This report relates to scope and schedule changes caused by prolonged delays to the IT environment for the core Video Management System in accordance with previous reports to Members. Additional delays have been caused by underperformance of suppliers to Bridges CCTV and Video Analytics workstreams.</p> <p>RAG Status: Red (Red at last report to Committee)</p> <p>Risk Status: Medium (Medium at last report to Committee)</p> <p>Total Estimated Cost of Project (including risk): £15.812m Note this budget envelope is unchanged from inception in March 2020 and also reflects the previous decisions to remove JCCR technical fit-out and Security Management System integration from the programme scope due to external risks being realised.</p> <p>Change in Total Estimated Cost of Project (including risk): No increase/decrease since last report to Committee, budget envelope has not increased since inception Mar20</p> <p>Spend to Date: Committed funds to date £12.4m.</p> <p>Costed Risk Provision Utilised: £0.833m out of £0.981m CRP.</p> <p>Slippage: The CCTV VMS/VA platform delivery has been materially delayed due to issues in the end-to-end IT infrastructure. As reported to Members in a Programme Issues report in October 2024, the programme is in RED pending material improvements in IT BAU Support. Progress has been made on deliverables, however substantive issues remain with IT BAU Support and also with underperformance by key suppliers. These continuing delays require a further extension to the end date for the programme to Jun26 from Sep25 and this is supportable within the original budget envelope. (See Section 4 of this report for further details).</p>
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In terms of the wider programme status update:

CCTV & Telecommunications

This workstream is nearing completion. High specification 4K CCTV cameras have been installed across the City's public realm areas and City Bridges, with a few remaining locations to be completed including Southwark & Blackfriars Bridges which are nearing completion. Further deliverables include enhanced CCTV footage sharing capability which can enable connectivity with TfL.

This workstream is fully funded and on track to deliver to planned scope and cost in alignment with the completion of the Video Management System into which the cameras connect. As the CCTV project nears completion, value engineered underspend has been used to fund staff costs resulting from the extended timeline.

Video Management System (VMS) / Video Analytics (VA)

The VMS provides the back-office IT system to display and manage the digital CCTV inputs, including video analytics and secure, resilient CCTV data storage.

The combined CCTV/VMS platform went live on 19 February 24, and the legacy system was shut off 31 March 24. Despite the IT issues set out in Section 4, the VMS system performs extremely well, including in enabling serious crime investigations and improving road safety as well as providing enhanced coverage for key events including three Lord Mayor's Shows, the King's Proclamation and the City Bridges at New Years Eve. A City Police review is underway to consider how to make best use of the new technology

The system has received excellent feedback from CoLP operational teams. Proactive use of Live CCTV feeds (including dynamic use of PTZ functionality) by skilled control room operators has resulted in the identification, location, and detention of suspects in live time. There are a number of examples of CCTV being used to direct officers on the ground which led to the detention of suspects for the crimes of GBH, serious sexual assault, shoplifting, bike theft, theft of phones, laptops and bank cards from the person and from licensed premises.

The Video Analytics (VA) aspect within this workstream is expected to provide further material operational benefit to the City Police through enhanced review capabilities to support

efficient investigations compared to operators having to manually review CCTV footage.

VA has been delayed due to the need to complete the VMS implementation first, and a 'VA Proof of Value' was started in June 2024 in the CoLP test environment using the AI software selected at tender. As of the last update to Members the programme expected that with a stable IT BAU service, we would expect to deliver the VA system by Sept25.

While evaluation of the 'review' function with representatives of CID has been positive, the project has encountered testing inaccuracies because of issues with the IT BAU environment and has also been particularly delayed because of significant underperformance by the suppliers to establish the VA package fully working on the Azure Cloud.

Two key outstanding issues remain, namely detailed configuration on the Cloud and the high specification processing chips which are subject to global supply chain pressures. Nevertheless, we do expect to deliver Video Analytics over the coming six to eight months.

Vulnerable People (Bridge Security)

This workstream seeks to apply video analytics, camera and sensor technology to improve situational awareness of vulnerable people whose actions may result in their jumping or falling from one of the City Bridge Foundation's bridges over the Thames.

The project conducted a horizon scan in 2021 / 2022 for potential solutions but found that there were no other comparable settings with fully proven solutions. Nevertheless, a series of possible technologies were assessed and short-listed, with a specialist marine training pool validation exercise conducted in 2022 followed by field trials which tested various thermal cameras, life buoy initiatives and other detection systems which have the potential to enhance the situational awareness of the City Police and other partners such as the RNLI in responding.

The progress in this workstream has also been significantly impacted by the programme's resources being focused on delivering the core CCTV/VMS. However, the extension of the programme schedule to Sep 25 approved by Members in October 2024 has enabled priority VP trials to be started. A camera of high specification with combined Thermal and Pan-Tilt-Zoom capabilities has been successfully bench-tested and is due to be installed this month near London Bridge. A second camera by a different manufacturer will also be trialled starting later this year. The thermal camera trial is expected to last six to eight months in total and the findings will inform potential additional sites for thermal camera coverage.

	<p>A second trial has commenced for an AI software package recommended by the National Protective Security Authority. This system uses 'edge-based' computing, as physically close to the camera as possible. Equipment is being configured for initial implementation on a test basis with the expectation that results will be sufficiently positive to look to progress a trial on one of the Bridges in the coming months, note this is dependent on additional cyber security approvals.</p> <p>Given the rapid development of technology since the first horizon scan in 2021, the programme commissioned a refreshed horizon scan using specialist external resources in a short engagement. Detailed assessment was conducted of 98 case studies globally and 12 academic papers as well as engagement with a number of organisations with shared challenges as well as technology suppliers.</p> <p>The key finding of the updated horizon scan is that there is no 'silver bullet' technological solution being used elsewhere with clear immediate applicability to the City Bridge Thames environment. Additional findings validate the planned field trials for thermal cameras and 'edge-based' AI computing as well as a set of recommendations for direct engagement with specific relevant organisations for lessons learned and potential solutions leading to new field trials.</p>
<p>2. Requested decisions</p>	<p>Next Gateway: Programme Closure G6 report</p> <p>Note that it is expected that the Vulnerable People (VP) project will continue beyond the programme G6 closure report.</p> <p>Governance:</p> <p>At the time of the last report in October 2025, Members approved for PAB to be lead Committee for SCP, albeit with Digital Services, Health & Wellbeing & City Bridge Foundation reported to as appropriate. This will be reviewed again next year at the completion of the programme when the expectation is that only the Vulnerable People aspect will remain a live project and appropriate Committee governance for the Vulnerable People project will be defined.</p> <p>Requested Decisions:</p> <ol style="list-style-type: none"> 1. To enable the programme to deliver its scope including situational awareness improvements, it is recommended that Police Authority Board approve extending the scheduled end date from Sep25 to Jun26 as detailed in Section 5.1.

	<ul style="list-style-type: none"> • Note that costs arising from the further delay will be met by the programme through value engineering in the CCTV, Video Management/Video Analytics and Vulnerable People workstreams in close consultation with the City of London Police. • Note that the programme remains in RED status overall due to the continued impact of the IT support issues along with significant underperformance of suppliers in delivering the Video Analytics package on Azure, outlined above and in Section 4. 																					
3. Budget	<p>Total Programme Cost including risk: £15.812m Cost estimate for the total programme which has not increased since inception in Mar20.</p> <p>Funding Source: Capital is funded through City Fund (CIL) previously agreed 'in principle' by Resource Allocation Sub Committee (RASC). Supplementary Revenue is funded from City Fund Revenue Reserves. In addition, a City Bridge Foundation contribution was agreed toward replacing and upgrading CCTV Cameras on the City Bridges.</p> <table border="1"> <thead> <tr> <th>Item</th> <th>Funds/ Source of Funding</th> <th>Cost (£)</th> </tr> </thead> <tbody> <tr> <td>SCP Programme</td> <td>City Fund (CIL)</td> <td>£4.131m</td> </tr> <tr> <td>CCTV & Telecommunications</td> <td>City Fund (CIL)</td> <td>£4.232m</td> </tr> <tr> <td>CCTV & Telecommunications</td> <td>City Bridge Foundation</td> <td>£0.352m</td> </tr> <tr> <td>Video Management & Video Analytics</td> <td>City Fund (CIL)</td> <td>£5.197m</td> </tr> <tr> <td>Vulnerable People</td> <td>City Fund (CIL)</td> <td>£1.900m</td> </tr> <tr> <td>Total <i>Programme budget unchanged from inception in Mar20</i></td> <td></td> <td>£15.812m</td> </tr> </tbody> </table>	Item	Funds/ Source of Funding	Cost (£)	SCP Programme	City Fund (CIL)	£4.131m	CCTV & Telecommunications	City Fund (CIL)	£4.232m	CCTV & Telecommunications	City Bridge Foundation	£0.352m	Video Management & Video Analytics	City Fund (CIL)	£5.197m	Vulnerable People	City Fund (CIL)	£1.900m	Total <i>Programme budget unchanged from inception in Mar20</i>		£15.812m
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	<p>Costed Risk Provision requested for this Gateway: £0 (CIL – City Funds) (existing CRP detailed in the Risk Register – Appendix 3)</p> <p>Annual on-going run costs transitioned from the SCP Capital programme to City of London Police revenue from 24_25. The funding strategy for this uplift within the Medium Term Financial Plan includes:</p> <ul style="list-style-type: none"> • £0.4m savings from demising the existing analogue CCTV system • an £1m uplift to CoLP from the Business Rate Premium increase and • an appropriate contribution from the On Street Parking Account. <p>The revenue budget is expected to materially underspend in the initial years until the programme completes its delivery, in particular the Video Analytics system which is forecast to have high run costs to power the AI computing processes. This underspend is being reserved to address future inflation and managed growth of the CCTV platform.</p>
<p>4. Issue description</p>	<p>It is appreciated that the programme has already been extended, and while the new 4k digital CCTV / Video Management system has been successfully delivered, providing significant benefits to day to day policing, some of the back office benefits identified at the start of the programme continue to be delayed. Delays to the overall programme are in part due to the ambition set by the police at the start of this process being challenging to deliver based on IT's strategic requirement to be wholly cloud based. Additionally, issues around IT processes, engagement and delivery, resulted in extended delays to approvals and implementation of the VMS platform. Latterly, issues with IT BAU support quality have impacted programme resources and resulted in further delays and abortive testing activities.</p> <p>The CCTV/VMS platform went live 19Feb24 following an extensive Service Transition consultation process and formal acceptance into BAU. This included funding for an additional full time equivalent IT resource starting in 2021 to build resource capacity and knowledge. However, intermittent connectivity issues between the cameras, the cloud and Bishopsgate regularly occur and IT BAU failure to resolve them in a timely manner impacts police operational activity.</p> <p>The connectivity issues have impacted other SCP deliverables including the final bridge cameras, Video Analytics (VA) and Vulnerable People (VP) due to programme resources having to support live issues. In addition, testing of new bridges cameras</p>

and the VA system has been negatively impacted by the infrastructure issues as well as delays in service requests.

It should be noted that the Future Network Programme (FNP) which intends to replace the existing corporate network for the Corporation and the Police includes all the connectivity of the CCTV/VMS platform. This raises a risk of potential disruption to the CCTV/VMS service and potential pressure on resources needed to progress remaining SCP deliverables.

Senior City Police and City Corporation IT managers continue to be actively engaged on how to progress IT support stabilisation and improve ongoing BAU support. Escalation has been progressed in related forums including the Police Authority Subcommittee for Resources, Risk and Estates.

The Video Analytics and Bridges sub-projects have also faced performance issues from various suppliers delivering different aspects of the programme, including telecommunications, civil works, camera commissioning and software integration. SCP project managers actively manage the underperforming suppliers including frequent and regular follow ups, meticulous commercial management along with internal and external management escalation in order to progress the deliverables as effectively as possible.

The new projected end date for the programme is Jun26 and is subject to a stable IT BAU environment, supplier success in configuring VA to work effectively on the cloud, and achieving City IT approval for the design. Costs of the delay to the programme have been absorbed by a combination of an underspend in planned IT run costs, approved scope changes and value engineering.

Next Steps: With a responsive IT service, and effective supplier performance for Video Analytics software, the programme would expect to deliver the Video Analytics system and related CCTV/VMS activities by May26, using the remaining time and resource provided by the requested extension to Jun26 to complete cyber penetration testing as well as documentation and handover.

These final deliveries will enable key operational capabilities including material investigative support for CCTV review. The programme will continue to support the City Police in the review of their service to maximise the benefits of the new system to enhance their capability to prevent, detect and solve crime.

In parallel, the Vulnerable People workstream will continue to evaluate thermal cameras and progress analysis of possible AI algorithms. It will also assess other potential solutions for

	possible field trials when the VP project continues on a stand-alone basis following the closure of the wider programme
5. Options	<p>1. Options around extending the programme end date:</p> <ul style="list-style-type: none"> • <u>Proceed as per the previously approved end date of Sep25</u>. This option would require the programme to terminate now without completing the remaining activities from CCTV, Video Analytics and Vulnerable People projects – Not recommended • <u>Approve proposed programme extension through Jun26 within the existing budget envelope</u>. This option would allow the programme to move towards completion including the Video Analytics and Vulnerable People aspects. It would also enable the programme to retain the existing staff and consultant resources needed for these deliverables and to support the final transfer of programme knowledge from the live system into BAU – Recommended

Appendices

Appendix 1	Programme Coversheet
Appendix 2	Programme Overview
Appendix 3	Risk Register

Contact

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Appendix 1: Programme Coversheet

[1] Ownership & Status
UPI: 12206
Core Programme Name: Secure City Programme
Programme Affiliation (if applicable): Future Police Estate Programme;
Programme Director: Lorenzo Conigliaro, Superintendent, City of London Police
Programme Manager: Ruth Kocher, City Operations
Definition of need: Legacy systems have reached an 'end of life' state and are vulnerable to complete system failure. Functionality is no-longer fit for purpose and without appropriate investment and a fundamental review of core service delivery, both the City Police and the City Corporation are at significant risk in terms of failing to meet public expectations, as well as long-term financial and reputational risk.
Key measures of success: The Programme's objectives are delivered at pace and on budget.
Expected timeframe for the programme delivery: 2020-2026
Key Milestones:
Year 1: Gateway 5(s) start in Nov 2020; VMS/VA Tender completed Dec 2020; IT infrastructure enabled Feb 2021; CCTV Camera deployment works commence, March 2021
Year 2: CCTV Works on London Bridge completed July21, Public Realm Camera upgrades commenced in June. Live CCTV camera implementations integrated with the Video Management System commence in November 2021; Vulnerable People/Bridge Security Workstream concept design and options appraisal; VMS Azure-Efficient solution stress-tested and cost-modelled and the Gateway 5 for VMS was approved November 2021, JCCR Planning commenced in accordance with Accommodation Programme, pending site selection,
Year 3: Progress CCTV upgrades on Public Realm and Bridges commenced September 2022; Refine IT infrastructure for Video Management System in collaboration with IT December 2022; Conduct Field Trials for Vulnerable People technology solutions commencing October 2022
Year 4: Completion of CCTV upgrades on Public Realm and Bridges December 2023; Decommissioning of Analogue Cameras begins July 2023, Phased Go-Live with Video Management System to complete February 2024 following Service Transition documentation, consultation and sign off by DITS for the system to be supported in BAU.
Year 5: Complete VMS go-live for CoLP, demising legacy analogue system end March 2024, progressing CoLP roll-out by July 2024. Conduct Video Analytics 'proof of value' to evaluate functional and non-functional requirements or implementation starting June 2024, Re-start Vulnerable People project in July 2024, progress field trial of thermal cameras and testing of AI algorithms.
Year 6: Extend VMS use including Parking, and integration with TfL through November 2025. Implement Video Analytics in Mar 2026. Progress Vulnerable People field trials, evaluate and deliver successful solutions noting that completing the VP project is expected to extend beyond the end date of the wider programme.

Are we on track for completing the programme against the expected timeframe for programme delivery? Updated timeframe proposed for approval in Sep25 Issues Report, note delayed schedule does not require any change to original budget envelope.

Has this programme generated public or media impact and response which the City of London has needed to manage or is managing?

There is a significant degree of public awareness regarding crime, disorder & terrorism, and the need for measures to maintain & enhance the security of the Square Mile. However, public concerns in this area typically focuses on the introduction of new technology, the use of personal data and in particular facial recognition.

Although live facial recognition is not currently a delivery objective of the programme, any subsequent trial and / or deployment of such systems would have to be compliant with the appropriate legislation in place at that time and be in consultation with Members.

[2] Finance and Costed Risk

Headline Financial, Scope and Design Changes: Inclusion of delivery of City Police custody & perimeter CCTV cameras within project delivery timeline.

'Programme Proposal' G1/2/3/4 report (as approved by PSC 16/03/20):

- Total Estimated Cost (excluding risk): £18.025m
- 822k released for Programme Staff Costs

Gateway 4C (Phase 1)

- June 2020 - £0m.341m released for detailed design CCTV & Telecommunications Workstream.
- Costed Risk Against the Project Gateway 4C: £0.063m (£0 spend)

Gateway 5 (Phase 1 - CCTV)

- November 2020 - £1.922m released for purchase of CCTV & Telecommunications Workstream.
- Costed Risk Against the Project Gateway 5: £0.165m (£0 spend)

Gateway 4c Issues (Phase 1 - Video Management System / Video Analytics)

- March 2021: £0.920m;
- Costed Risk Requested Against the Issues Report: £0.050m (£0 spend)

Gateway 2 (SCP Year 2)

- Submitted March 2021: £1.425m
- Costed Risk against the Programme G2 Year 2 £0.078m (£0 spend)

Gateway 3 (Vulnerable People)

- September 2021: £0.200m;

Gateway 5 (Video Management System)

- November 2021 - £3.060m released to pay supplier for delivery of Azure-Efficient VMS and commence go live of new system.
- Costed Risk Against the Project Gateway 5: £0.190m added, bringing VMS total to £0.240m (£0 spend)

Gateway 34 (Phase 2 - CCTV)

- December 2021: £0.100m released to pay suppliers for detailed design services
- Costed Risk Against the Project Gateway 34: £0k added, CCTV total CRP £0.165m (£0 spend)

Gateway 5 (Phase 2 - CCTV)

- April 2022: £2.279m released to deliver the remaining public realm cameras along with upgrades to cameras on Blackfriars and Southwark bridges, required civil works and enabling telecommunications
- Costed Risk Against the Project Gateway 5: £120k added, CCTV total CRP £285k (£0 spend)

Gateway 2 (SCP Year 3)

- Submitted April 2022: £0.833m
- Costed Risk against the Programme G2 Year 3 £0k added, Programme overall total CRP £666k (£0 spend)

Issues Report Nov22

- Submitted November 2022: no funding drawdown
- De-Scope and ring-fence approved funding for JCCR Technical Fit Out due to delays relating to the future JCCR site
- Extend Programme end date to December 2023

Issues Report Sep23

- Submitted September 2023: £0.4m
- Extend Programme end date to September 2024
- Programme put into RED Status until the VMS is live and until IT Support improves sufficiently to be considered stable

Issues Report Oct24

- Submitted October 2024: £3.3m
- Extend Programme end date to September 2025, provided IT BAU environment stabilises
- Programme remains in RED Status

Programme

- Spend to date: Within approved budgets of £15.8m, £11.1m is spent within Committed funds of £12.4m; £0.833m out of £0.981m
- CRP Requested: £833k;
- CRP Drawn Down: £981k

Estimated Programme Dates:

- Mar – Dec 2021 – Programme mobilisation including Proof of value for Video Analytics and Tender for Video Management System and VA
- Feb – Jun 2021 – IT infrastructure build for Custody system
- From Mar 2021 – Public realm & bridge camera installation
- May 2021 - Custody / perimeter CCTV go live
- Jun – Oct 2021 Acceptance test Azure-Efficient VMS
- May – Aug 2021 Vulnerable People Workstream concept design

- Aug 2021 – Oct 2021 Test Azure-efficient VMS is fit for purpose at volume
- Sep 2021 – Jan 2023 Vulnerable People Workstream Options Appraisal
- Nov 2021 – Dec 2022 Implement Azure-efficient VMS into CoLP IT end-to end environment ensuring performance and scale are fit for purpose
- Apr 2022 – Dec 2022 Analyse and define IT infrastructure architecture refinement in partnership with CoLP IT, their service suppliers & Microsoft
- Sep 2022 – ‘Soft Launch’ VMS, operational benefit has proven significant
- Nov 2022 – Nov 2023 – Vulnerable People Field Trials
- Sep 2022 – Dec 2023 – CCTV Phase 2 Public Realm and Bridges
- Jan 2023 – July 2023 – Work with IT to build out refined IT infrastructure
- Sep 2023 – June 2024 Roll out VMS within CoLP departments, demising legacy analogue system end March
- June 2024 – Dec 2024 – Video Analytics Proof of Value evaluation of functional and non-functional capability in CoLP test environment
- June 2024 – Aug 2025 – Video Analytics Proof of Value evaluation of functional and non-functional capability in CoLP test environment
- Nov 2025 – Mar 2026 – Implement Video Analytics for CoLP investigations
- Sep 2024 – Jan 2026 Implement priority Vulnerable People field trials for thermal cameras and AI algorithm solutions
- Mar 2025 – Nov 2025 Update ‘horizon scan’ of technology solutions used to support Vulnerable People to inform field trial and rollout plans.
- Vulnerable People expected to continue as a standalone project from Jul26

Total anticipated on-going commitment post-delivery Costs are being actively analysed and are likely to be in the region of £2m per year once the programme has been fully delivered (ie after all projects completed). These costs are typically from compute and storage costs for the back-office system and CCTV analyst staff required to support the BAU CCTV Service within the Information Management System service along with telecommunication circuits, software and equipment licencing & maintenance and will be partially offset by legacy costs for similar functions.

A funding strategy has been defined for ongoing costs above cost saves from legacy system demise. Chamberlains have established a funding strategy comprised of: £1m uplift to CoLP Medium Term Financial Plan (MTFP) funded by the Business Rates Premium rise, the above saves from demising legacy systems & telecommunications, a funding contribution from the On-Street Parking Account (OSPA) and potentially a contribution from CBF to be discussed and finalised before programme closure.

Transition from capital to revenue costs will be done from FY24_25 and the budget is expected to materially underspend in the early years as deliveries complete and operational use is fully established. In order to support future growth, the budget is managed on a reserve basis.

Appendix 2: Programme Overview and Structure

SCP Programme	Manage programme across all workstreams, Budget £15.8m, Schedule 2020-2025
CCTV & Telecommunications	Deploy state of the art Digital CCTV Cameras and secure telecommunications links on Public Realm and Bridges, ~150 cameras over two years
Video Management System / Video Analytics (VMS/VA)	Implement new systems, step-change improvements in operational effectiveness for CoLP, extensive data insight for CoL including traffic/pedestrian counts
Vulnerable People / Bridge Security	Implement specialist cameras and systems for suicide prevention, similar wellbeing and security monitoring and enhanced bridge security