

LONDON BOROUGH OF HAMMERSMITH & FULHAM

Report to: Bram Kainth, Executive Director of Place in consultation with
Councillor Rebecca Harvey, Cabinet Member for Social Inclusion and
Community Safety

Date: 08/12/2025

Subject: Procurement Strategy and Contract Award Report for Closed-Circuit
Television (CCTV)

Report Author: Adrian Rutkowski, CCTV Manager

SUMMARY

On 15th September 2025 Cabinet approved £3.2m capital investment for new CCTV cameras, speakers and spotlights, and the introduction artificial intelligence capability, facial recognition and other new technologies. These will help to protect the public, and tackle crime and Antisocial Behaviour (ASB) across London Borough of Hammersmith and Fulham (LBHF).

In order to deliver this project, it is necessary to undertake a procurement exercise, as the value of the project would exceed the value limit of the current CCTV contract. To ensure compatibility with the existing CCTV network, and to be able to deliver the project in a timely manner, this report sets out the options available, to procure a suitably qualified and experienced supplier to deliver the physical aspects of this investment. The Artificial Intelligence (AI) element of the project will be presented as a separate procurement strategy.

RECOMMENDATIONS

1. To note that Appendices 1 and 2 are not for publication on the basis that they contain information relating to the financial or business affairs of any particular person (including the authority holding that information) as set out in paragraph 3 of Schedule 12A of the Local Government Act 1972 (as amended).
 2. That the Executive Director of Place, in consultation with the Cabinet Member for Social Inclusion and Community Safety:
 - Approves the recommended procurement option, to procure using a compliant framework.
 - Approves a contract award to the Preferred Supplier, identified in Appendix 1 (the "Preferred Supplier") to provide the required CCTV services using Lot 3a: Internet of Things (IoT) and Smart Cities (Smart shared and connected spaces) of the Crown Commercial Service (CCS) Network Services 3 framework agreement (the "Framework") for the Contract Award Value included in Appendix 1 (the "Contract Award Value").
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Wards Affected: All

| Our Values | Summary of how this report aligns to the H&F Corporate Plan and the H&F Values |
|---|--|
| Building shared prosperity | CCTV helps to detect and deter crime and ASB which supports faster response to incidents, making public spaces safer for individuals and businesses. |
| Creating a compassionate and inclusive council | CCTV setup ensures that surveillance is implemented ethically, transparently, and with community trust. |
| Doing things with local residents, not to them | <p>Residents have told London Borough of Hammersmith and Fulham Council (the “Council”) that tackling crime and ASB is of high importance to them – the proposed actions demonstrate the Council’s commitment to tackling these concerns.</p> <p>CCTV doesn’t have to be a symbol of control, it can be a tool for shared safety, fairness, and community empowerment.</p> |
| Being ruthlessly financially efficient | Investment in the Council’s video surveillance systems leads to further commercialisation opportunities in the future to fund the service and that can be used for further upgrades. |
| Taking pride in H&F | Increasing coverage reflects LBHF’s commitment to creating a safer, stronger, and kinder community. CCTV is actively used to monitor hotspots for ASB, fly-tipping, and noise disturbances, with trained operators working 24/7. |
| Rising to the challenge of the climate and ecological emergency | Rising to the challenge of the climate and ecological emergency means designing and deploying surveillance systems that actively support environmental sustainability and resilience. By adopting energy-efficient hardware and deploying assets to combat environmental harms such as fly tipping, the Council ensures that the environmental footprint of surveillance is minimised. |

Financial Impact

On 15 September 2025 Cabinet approved £3.2m of CCTV Capital Investment from 2025/26 to 2027/28 to deliver additional CCTV cameras, technological advances and additional capabilities. This is to be fully funded from secured external funding (S.106 developer contributions). The contract award proposed in this report forms part of the overall approved investment and so can be funded from the existing capital budget.

Details of the Preferred Supplier and Contract Value are set out in Exempt Appendix 1.

Kellie Gooch, Head of Finance (Place), 20 November 2025

Verified by James Newman, Assistant Director of Finance (Deputy S.151 Officer), 26/11/25

Legal Implications

The proposed contract has been procured as a call off under a CCS Framework. This is a compliant procedure under the Procurement Act 2023 and the Council's Contract Standing Orders (CSOs).

The appropriate decision maker is the Strategic Leadership Team (SLT) Member.

The decision is a Key Decision.

Glen Egan, Assistant Director Legal Services, 3rd November 2025

Procurement Comments

Based on the details provided in this report, CSO 19.4. at Section D – High Value Contracts – Over the Services Threshold of the Council's CSOs has been complied with.

The Procurement and Commercial team have requested Conflict of Interest and Confidentiality Undertaking Declarations are completed and uploaded to the Council's capitalEsourcing eProcurement portal.

A Contract Award Notice must be published to Contracts Finder, to satisfy the requirements of the Public Contracts Regulations 2015 (under which the Framework was established) for contracts equal to and over £30,000 (including VAT). This must be completed using the Council's capitalEsourcing eProcurement portal.

The framework proposed for use has been subject to full diligence checks by the Procurement and Commercial team, which have not identified any issues of concern. The framework is therefore compliant for use by the Council in procuring this requirement.

A project must be created on the Council's capitalEsourcing eProcurement portal, and all associated details and documents must be attached to the project to satisfy the mandatory transparency requirements, and all applicable legal notices must be published within their legislated deadlines.

A named contract manager must be allocated to the contract on the Council's capitalEsourcing eProcurement portal.

Kiera May, Category Specialist – Procurement and Commercial – 19th Nov 2025

Background Papers Used in Preparing This Report

The following documents disclose important facts on which the report is based and have been relied upon in preparing the report:

Cabinet decision 15 September 2025. Details can be found on the council's website: [Decision - CCTV and Artificial Intelligence - new innovations and improved infrastructure to help combat crime and ASB | London Borough of Hammersmith & Fulham](#)

DETAILED ANALYSIS

Background

1. The Council has the largest Community Safety Unit in the Country. It has established the largest Law Enforcement Team; invested in the innovative and unique Gangs Violence and Exploitation Unit; upgraded and enhanced LBHF's CCTV provision where the Council have the most CCTV cameras per head of population, alongside making investments in Violence Against Women and Girls and modern slavery.
2. The Council invests considerable resources in its CCTV network of more than 2,000 cameras (including housing estates), including investment in the team that oversees this work. Additionally, an existing 4-year CCTV Capital Investment Programme is due for completion this financial year, giving LBHF more cameras per person than anywhere else in the UK and enabling real-time sharing of footage with police officers.
3. As patterns and trends of crime and ASB evolve, so too must the Council's strategies to address them. Robbery, knife crime, drugs, ASB, exploitation, and violence all impact residents, businesses, and visitors in LBHF. While it is the police's responsibility to investigate and respond to these issues - in partnership with the Council where appropriate - they do not have sufficient officer numbers to always provide a visible deterrent or take the desired action. Additionally, day-to-day abstractions further reduce their presence on the streets.
4. To address these concerns, it is proposed that the Council implements additional CCTV technology as detailed in the contract specification below (see paragraph 8).
5. Drones have also been investigated as an additional tool to aid enforcement and surveillance in LBHF. The feasibility of this is still being assessed.

Reasons for Decision

6. The Council requires this commission to invest in additional physical assets to cover CCTV blind spots and new technology including drone use and speakers/spotlights. Together, these technologies will enhance CCTV coverage

and ensure a technology-led approach to combating crime and ASB in LBHF, ultimately creating safer and more secure public spaces.

Contract Specification Summary

7. It is proposed to procure and install a variety of new physical CCTV solutions, ensuring we are optimally equipped to address crime and ASB in LBHF.
8. Utilise new CCTV support assets – attach speakers to 50 existing camera sites so that officers can warn and inform members of the public. An additional 50 cameras will have spotlights attached so officers can increase brightness in ASB hotspots as necessary. These enhanced capabilities will cover both fixed and deployable camera sites.
9. Upgrade and add 360-degree cameras - Replace current Pan Tilt Zoom cameras with 360-degree cameras along King Street (x12) and on The Thames Path (x5). This will provide more effective coverage, and coverage of the Thames Path will more than double.
10. Redeployable cameras – purchase additional redeployable cameras to ensure that we can continue to provide a flexible and reactive temporary CCTV service, addressing emerging crime trends.
11. **Cyber Security** – The Council must utilise its supplier security process to thoroughly assess the supplier's security practices, and the CCTV solution. This evaluation is essential for identifying potential risks and ensuring that such risks can be effectively mitigated before implementation. The likelihood of successful technological attacks is increased by advancements in Artificial Intelligence (AI), which can generate convincing deepfake videos or images to manipulate facial recognition systems and therefore appropriate controls and mitigations must be applied.
12. **Use of Drones** – To undertake the use of drones (as an enforcement aid and for additional surveillance) we must secure approval from the Civil Aviation Authority. This approval is currently subject to ongoing conversations.

Procurement Route and Analysis of Options

13. The supplies, service, and/or works being procured have been identified as falling within the scope of:
 - 32000000 : Radio, television, communication, telecommunication and related equipment
 - 32231000 : Closed-circuit television apparatus
 - 32235000 : Closed-circuit surveillance system
 - 32234000 : Closed-circuit television cameras
 - 92222000 : Closed circuit television services
14. The Contract Value, assuming that any options to extend will be taken, means the procurement falls in-scope of the Public Contracts Regulations 2015 (under

which the Framework was procured), Procurement Act 2023, Procurement Regulations 2024, and the Councils CSOs.

15. The following options and recommendations are made:

Option 1: Decommission the service or requirement – Not recommended

16. This option is not recommended as the absence of a CCTV system may compromise the Council's security and weaken its legal standing. Furthermore, in accordance with the Cabinet decision report dated 15th September, Cabinet has committed to the integration of new technologies into the existing CCTV network. Failure to fulfil this commitment could undermine the Council's reputation and public trust.

Option 2: Deliver the supplies, services, and/or works in-house (make/buy decision) – Not recommended

17. Developing an in-house CCTV solution is generally not recommended due to several significant challenges. It requires specialised expertise in video surveillance technology, including hardware integration, video encoding, storage management, and cybersecurity; skills that most internal Information Technology (IT) teams may not possess. This can lead to performance issues and security vulnerabilities. Additionally, the development and maintenance of such a system can be costly and time-consuming, often far exceeding initial expectations.

18. Unlike commercial solutions that offer quick deployment, in-house systems may take months to build and still fall short in terms of reliability and scalability. Security is another major concern; without robust encryption and access controls, an in-house system may expose sensitive footage to unauthorised access or fail to comply with data protection regulations like the United Kingdom General Data Protection Regulation (UK GDPR).

19. Furthermore, commercial CCTV systems typically come with advanced features such as motion detection, cloud storage, and mobile access; features that are difficult and expensive to replicate internally.

20. While an in-house solution might be justified in highly specialised or high-security environments, for most organisations, opting for a proven, supplier-supported system is a more practical and secure choice.

Option 3: Use an existing contract, established by the Council, to provide the supplies, services, and/or works – Not recommended

21. The Council has considered the use of its current CCTV contract to deliver this requirement, but it does not offer an opportunity to provide this requirement either in its current form or using a variation.

Option 4: Undertake a fully regulated competitive and compliant procurement process, advertised to the market – Not recommended

22. This approach could lead to inefficiencies and unnecessary costs by requiring two systems to operate simultaneously. It may also introduce data compatibility issues, especially when transferring existing footage, user configurations, or access controls between different systems, particularly if proprietary systems create barriers or vendor lock-in.
23. While a full open procurement process could attract wide competition and potentially deliver value for money, it is not feasible within the time constraints of this project.

Option 5: Procure using a compliant framework, Dynamic Purchasing System (DPS), or Dynamic Market – RECOMMENDED

24. Frameworks can offer multiple compliant routes to market, typically allowing for further competition or direct award. Use of a further competition is not proposed, due to the urgency of the requirement, and it is therefore recommended the Council award the contract to the Preferred Supplier using a direct award from the Crown Commercial Service (CCS) Network Services 3 framework agreement.
25. The Council will benefit from avoiding additional complexities, time delays, and investment involved with migrating services to an alternative product base and supplier. This approach also ensures there is minimal disruption to the live CCTV service and there is business continuity as the supplier already has an in-depth understanding of the Councils CCTV estate and day to day operations.
26. Delaying this decision is also not recommended as a proportion of the section 106 funding for this project have been earmarked for 2025-26. Delays in procurement will risk the delays in delivery and inability to utilise the full funding. This is a complex project that involves extensive surveys, ordering equipment with long lead time, as well as civil works and fibre installation.

Market Analysis and Engagement

27. Preliminary Market Engagement (PME) was not undertaken for this requirement as the procurement is being undertaken via a compliant procurement framework.

Conflicts of Interest

28. All officers and decision makers, including elected members (where appropriate), have been required to complete a Conflict of Interest Declaration form to record any actual, potential, and/or perceived conflicts, along with appropriate mitigations (as appropriate), on the Conflicts Assessment.
29. Approval of this Procurement Strategy by the SLT member and cabinet member (as applicable) constitutes their declaration that they do not have any actual, potential, and/or perceived conflicts, relevant to this procurement, except where a specific Conflict of Interest Declaration form has been completed and provided, advising differently.

30. The Conflicts Assessment will be kept under review and updated throughout the life of the project (from project inception to contract termination).

Local Economy and Social/Added Value

31. The Council has redefined its social value policy as “Added Value” to better reflect its strategic priorities and maximise community impact through procurement.
32. Suppliers awarded a place on the Framework are required to deliver social value through Call-Off Contracts awarded under the Framework. The Council may set specific targets based on the Social Value priority statement within Framework Schedule 1 Specification and ask Suppliers to deliver these targets. The following Social Value themes are relevant to Network Services:
- Tackling economic inequality
 - Equal opportunity
 - Coronavirus (COVID-19) Recovery
 - Fighting climate change
33. The Council’s approach ensures public spending delivers meaningful outcomes for residents, reflecting its values of shared prosperity, inclusivity, financial efficiency, and environmental responsibility.

Lot Considerations

34. The contract is not being split into lots, as the contract award is proposed to be made using an established framework which has already been divided into lots.

Duty to Consider Small and Medium-sized Enterprises (SMEs) and Voluntary, Community, and Social Enterprises (VCSEs)

35. The contract award does not provide further opportunities for SMEs or VCSEs, as it proposed to be made using an established framework.

People Based Considerations

36. The Transfer of Undertakings (Protection of Employment) Regulation 2006 (UKSI 2006/246) (TUPE) is not applicable to this contract.

Risk Assessment and Proposed Mitigations

37. The table below includes the key risks and proposed mitigations identified as being relevant to this requirement.

| Identified Risk | Proposed Mitigations |
|--|---|
| 1. High Strategic Importance and Value | Clearly document the rationale for direct award, including continuity, supplier performance, and integration with existing systems. Align with Council priorities and legal frameworks. |

| Identified Risk | | Proposed Mitigations |
|------------------------|---------------------------------------|---|
| 2. | Lack of Competitive Tendering | Conduct market benchmarking to ensure value for money. Include performance KPIs and cost-efficiency measures in the contract. Justify urgency or specialist requirements if applicable. |
| 3. | Supplier Dependence | Include contract clauses for interoperability, open APIs, and exit strategies. Plan for future competitive tendering and periodic reviews. |
| 4. | Complex Delivery and Integration Risk | Require a phased implementation plan with milestones, testing, and contingency protocols. Include technical support and training in the contract. |
| 5. | Legal and Ethical Compliance Risk | Ensure supplier complies with UK GDPR and ethical standards. Include clauses for data governance. |
| 6. | Reputational Risk | Engage residents and stakeholders early. Publish impact assessments and maintain transparency. Ensure supplier supports public engagement and ethical communication. |
| 7. | Limited Market Engagement | Conduct soft market testing or supplier engagement post-award to inform future procurement cycles. |

Contract Duration Considerations

38. The contract will run for a maximum number of two (2) years and five (5) months with an end date of 31st March 2028

Timetable

39. The table below provides an estimated timetable of the competition process through to contract commencing.

| Action | | Date |
|---------------|--|-----------------------------|
| 1. | Key Decision Entry (Strategy and award) | Thursday, 20 November 2025 |
| 2. | Contracts Assurance Board (Strategy and award) | Wednesday, 26 November 2025 |
| 3. | SLT and Cabinet Member Sign-Off (Strategy) | Thursday, 27 November 2025 |
| 4. | Contract Start Date | Monday, 1 December 2025 |
| 5. | Contract End Date | Friday, 31 March 2028 |

Selection and Award Criteria

40. The Preferred Supplier has been subject to selection and award criteria at the time the Framework was established, and any contract will be awarded in line with the Framework terms and conditions, which require a desktop evaluation.

41. The Framework assessed quality and price against the following weightings:

| Criteria | Weighting | |
|--------------------------------------|-----------|-------------|
| | Quality | Added Value |
| Quality, including Added Value (60%) | 50% | 10% |
| Price (40%) | 60% | |
| Total (100%) | 100% | |

Contract Management

42. Services must be performed to the highest standards of **public safety, ethical surveillance, and data protection**, in line with:
- UK GDPR and Data Protection Act 2018;
 - Surveillance Camera Code of Practice;
 - Equality Act 2010; and
 - Council's Community Safety Strategy.
43. **Expected outcomes** include:
- Enhanced detection and response to incidents;
 - Increased public confidence and safety;

Key Performance Indicators (KPIs)

44. The Council has established Key Performance Indicators (KPIs) to measure service quality, including response times, first-time resolution rates, system availability, and the effectiveness of reporting and communication.
45. These KPIs are incorporated into a Service Quality Plan, which outlines the strategies for maintaining performance standards and the procedures for regular monitoring and reporting.

Contract Management and Monitoring

46. **Contract Manager** – The relationship with the Preferred Supplier will be managed by the CCTV Manager
47. **Monitoring Frequency** – Contract performance will be assessed quarterly, with monthly operational reviews and annual strategic evaluations.
48. **Governance** – Oversight will include input from the Data Protection Officer, and Community Safety Team.

Added Value Management

49. Added value will be managed through:

- Innovation proposals from the supplier (e.g., new AI features, community engagement tools)
- Training and knowledge transfer to Council staff
- Supplier participation in community safety initiatives
- Open data and interoperability to support future integrations

Equality and Inclusion Implications

50. The implementation of advanced CCTV technologies, - such as upgraded cameras, speakers and spotlights, presents both opportunities and risks in relation to equality and inclusion.

51. This strategy relates solely to the physical CCTV assets and does not include facial recognition or other AI-based surveillance technologies. A separate procurement strategy will address those elements. The Council recognises its duty under the Equality Act 2010 and the Human Rights Act to ensure that these technologies are deployed in a way that is lawful, proportionate, and inclusive.

5.2. Potential Positive Impacts:

- Enhanced surveillance through improved camera coverage, speaker systems, and spotlight units may improve safety for women, older adults, and vulnerable residents in public spaces by increasing visibility and enabling real-time interventions in public spaces.

5.3. Mitigation and Safeguards

- A targeted communication campaign will inform residents of how the technology works, their rights, and how to raise concerns.
- The Council will engage with communities through listening sessions and advisory groups, particularly in areas of high surveillance.
- Accessibility will be prioritised through inclusive signage, alternative formats, and staff training on equality and cultural competency.
- Staff operating the speaker and spotlight systems will receive training on cultural competency and respectful communication to ensure interventions are appropriate and non-discriminatory

5.4. **Intersectional Considerations** – The Council acknowledges that individuals with intersecting protected characteristics—such as race, disability, gender identity, and faith—may be disproportionately impacted. Rather than listing specific groups, the approach will be guided by inclusive design principles and informed by ongoing engagement with affected communities.

5.5. **Consultation and Review** – While formal consultation was not undertaken for this specific project, insights from borough-wide engagement on public safety and inclusion have shaped the approach. The Equality Impact Assessment (EIA) will be reviewed annually or following any significant incident, and findings will be published to support accountability and public trust.

Verified by: Yvonne Okiyo, Strategic Lead for Equity, Diversity, and Inclusion (EDI), 3rd November 2025

Risk Management Implications

52. Effective risk management is critical to the successful delivery of this strategically important and high-value project. Key risks include technical integration challenges, public concern over privacy and surveillance, and supplier dependency due to the direct award. To mitigate these, the Council will implement a phased rollout with rigorous testing, ensure compliance with UK GDPR and ethical standards, and maintain oversight through an internal Ethics Board. Regular audits, community engagement, and transparent communication will be used to build public trust and ensure lawful, equitable use of technology.
53. Operational and contractual risks will be managed through robust governance structures. The contract will include clear Key Performance Indicators (KPIs), linked to service credits and penalties where appropriate, to ensure accountability and performance. The relationship with the supplier will be managed by the Assistant Director for Community Safety, with quarterly performance reviews and monthly operational check-ins. Added value will be monitored through innovation proposals and community benefit contributions, while inflationary uplifts will be applied annually in line with CPI, subject to performance and budget approval. This structured approach ensures that risks are proactively identified, monitored, and mitigated throughout the project lifecycle.

Jules Binney, Risk and Assurance Manager, 14th November 2025

Climate and Ecological Emergency Implications

54. Network cameras are designed with energy efficiency in mind and incorporate various features to minimize power consumption.
55. Plans are in place to minimise waste by repurposing decommissioned cameras, provided any have been reclaimed from existing buildings.
56. CCTV helps deter ASB and supports faster response to incidents, making public spaces safer and encouraging walking and cycling particularly in the hours of darkness for women and older persons.
57. These proposals will support the delivery of the Council's net zero carbon targets and the climate and ecological emergency goals.

Verified by: Charlotte Slaven, Head of Climate Strategy & Engagement, 3rd November 2025.

Local Economy and Social Value Implications

58. It is a requirement that all contracts let by the Council with a value above £100,000 propose and commit to social value contributions that are additional to the core services required under the contract.
59. Any Social Value element of this contract will be subject to the conditions laid out in the framework in the first instance.

60. It is recommended the Social Value Officer and commissioner meet at each stage of this procurement to ensure that the Social Value requested under the requirements of this Framework is aligned with the 3 categories within the Added Value strategy and the Added Value Matrix (Inclusive Economy, Happier and Kinder H&F, Responding to the Climate Emergency).
61. It is recommended that the commissioner works closely with Legal Services to ensure appropriate social value clauses are included in the contract, so that the council can enforce its right to remedies if social value commitments are not delivered.

Harry Buck, Social Value Officer (Procurement), 3rd November 2025

Digital Services and Information Management Implications

62. It is important that Digital Services continue to be an integral part of the exercise to ensure that any digital requirements are met, that all necessary safeguards, permissions and budgets are in place, and that any IT work undertaken is in alignment with the digital strategy.
63. Please submit the platform, managed by the supplier, for review at the Technical Design Authority. This strategy relates solely to the physical CCTV work and does not include facial recognition or other AI-based surveillance technologies. A separate procurement strategy will address those elements and separate implications will be shared then.
64. The Preferred Supplier will be expected to have a Data Protection policy in place and staff will be expected to have received Data Protection training. The contract with the Preferred Supplier will need to include the Council's data protection and processing schedule. This is compliant with the UK Data Protection law.
65. The service will need to complete a Data Protection Impact Assessment specific for CCTVs as provided by ICO, and suppliers, including North, and the AI provider, will need to complete a Supplier Security Questionnaire via the Risk Ledger platform.
66. Council's approved cyber security clauses must be incorporated into all new and renewed contracts regardless of value, or framework. Legal advice should be sought on how to incorporate the cyber security clauses into agreements which do not use the Council's contract templates.
67. Ensure the CCTV team and the Preferred Supplier have adequate redundancy for the CCTV system to continue operating in event of failure within the system and to remain connected to the main communications room.

Implications completed by Vincen Arivannoor, Strategic Relationship Manager, 10th November 2025

LIST OF APPENDICES

Appendix 1 (Exempt) – Contract Award Details and Further Financial Assurance

Appendix 2 (Exempt) – Procurement Outcome

Appendix 3 – Equality Impact Assessment (EIA)