

**RAF Museum, London**

**Tender for the provision of Security Services**

**Part D – Response Document**

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# Tender Response Statements

Instructions and associated information relating to this Response Document are detailed in Part A – Instructions and Information.

Bidders must ensure their responses follow the same numbering protocol and order as detailed within this Part D. The question to which the Bidder is responding should also be contained at the top of the proposed response.

**Word Count**

The numbers in brackets against each heading are maximum word counts which must not be exceeded in the Bidder’s response. Word counts refer to the whole of the section indicated e.g. The 2000 word count indicated for method statement 1 must include Bidder’s responses to questions 1.1 – 1.9 inclusive. Bidders are required to provide their actual word count at the end of each section. The original question(s) to which the method statement refers is not included within the word count.

**Appendices**

Specific and relevant evidence to substantiate a method statement such as infographics, example reports, organisation charts may be appended. Tenders should cross reference any appendices using the number protocol provided such that appendices are named according to the question number that they evidence. Appendices are excluded from the wordcount limits.

Evidence, through examples, how you bring subject matter expertise and pro-activity to ‘in house’ teams where services are outsourced, and how you operate as a trusted partner alongside these teams to improve quality and / or add value. (500 words)

1. **Company Support, Subject Matter Expertise and Proactive Partnership (1000)**

The RAF Museum wishes to partner with a supplier that provides proactive management, genuine partnership, and subject matter expertise to the security requirement of the RAF Museum.

* 1. Please provide the proposed off-site and on-site management structure that will support the onsite service provision and how it interfaces both within your own company structure, and that of the RAF Museum.
  2. Please identify who will liaise with the primary RAF Museum stakeholder: the Head of Operations, London.
  3. Please state the number of other contracts by: clients, sites and turnover value that the proposed contract operations (area) manager(s) currently support. Please state the maximum size of business you expect each area manager to support prior to investing additional resource.
  4. Please identify the geographical breadth of responsibilities identified for each of the area off-site support team.
  5. Please stipulate how much time the contract manager will dedicate to this contract, please distinguish between onsite and offsite time. Clearly identify the frequency, duration, and purpose of site visits for:
     1. Liaison with, and supervision of, the operational teams; and
     2. In client dialogue.

1.6 In addition to the contract manager, who else from the company will visit the site, when and for what purpose over a 12-month period? Where you are proposing resources that have not been included in your core contract cost, please clearly identify these as chargeable.

1.7 What further company resources will, lor are available to support the onsite security operation? Please be specific in your response, and detail how these functions or people will contribute to:

1.7.1 proactive management,

1.7.2 genuine partnership; and

1.7.3 subject matter expertise.

Where you are proposing resources that have not been included in your core contract cost, please clearly identify these as chargeable.

1.8 Please identify what added value you perceive your organisation will bring to the RAF Museum.

1.9 Please identify how your organisation may align itself, support, and partner with the RAF Museum as a national and internationally renowned charity.

1. **Onsite Supervision and Staffing (1000)**

The RAF Museum needs to be confident that an appropriate level of staff supervision is provided at the site to meet the high service standard expectations, as well as the variable and challenging operational requirements.

* 1. Please provide the outline of your company’s supervisory structure.
  2. Please provide the maximum volume of business, or number of contracts that each of your regional / area managers are expected to support.
  3. Please confirm the number of visits to each client, site, and contract, that each regional / area manager is required to make on a weekly and monthly basis.
  4. Please outline the expectation, including an estimation of the anticipated time requirement, that each regional / area manager is expected to spend during each site visit;
     1. With the operational teams; and
     2. In client dialogue.
  5. Please outline your proposed resourcing schedule, explaining the reasoning for the proposed structure and shift patterns.
  6. What changes to the current onsite staffing levels and shift patterns are you proposing?
  7. How will any changes to the current onsite staffing levels and shift patterns be managed, together with timescales?
  8. How will you record the team members’ shift arrival and departure times?
  9. How will cover for absence be provided for both security personnel on the day it occurs, as well as for shortfalls over the medium to longer term?
  10. Please explain how you will resource the increase in activity resulting from requests for additional services.

1. **Staff Vetting, Training, and Team Motivation (1000)**

The RAF Museum must be assured that the contracted provider will deliver a suitably trained and skilled security workforce who are motivated to deliver the service objectives and add value to the Museum’s activities.

* 1. Please stipulate the pre-employment vetting process that will occur prior to staff being appointed to work on the contract.
  2. Please confirm the staff induction process that will occur prior to staff being deployed to site.
  3. Please explain and provide your company’s training programme for staff who will be employed on the contract, ensuring all roles are covered and detailing which training will be delivered by:
     1. in-house supervisors.
     2. in-house managers.
     3. in-house training professionals.
     4. Third party training providers; or
     5. Online / virtually.
  4. Please identify if you expect staff to undertake any of the training in their own time.
  5. Please explain when the training programme will be delivered and the impact if any on routine service delivery.
  6. Please explain any other staff development opportunities that you provide to staff and how these will be applied across the Contract.
  7. Please explain how you propose to create a “one team” ethos between the contracted security team and RAF Museum staff, and how will you reward, recognise, and incentivise staff on this contract for outstanding service.
  8. Please explain how you will create a team and individuals focused on delivering exemplary standards and service and which welcomes audits and critique as opportunities for continuous improvement.

1. **Continuous Improvement & Proactivity** (750)
   1. How will you become a trusted and proactive partner to the RAF Museum and how will you drive continuous improvement so that the contracted security team continue to develop, improve and deliver value and innovation.
   2. Please identify 3 key initiatives relating to corporate and social responsibility that would be implemented on site, please describe how these will integrate with and support the Museum.
   3. Please identify 3 key security challenges for the RAF Museum, and explain how you propose to address, resolve or mitigate their impact on service delivery. These challenges can be both operational or related to the built infrastructure.
2. **Performance Measurement and Reporting (1000)**

The RAF Museum wishes to appoint a partner with a rigorous and self-critiquing approach to quality auditing that underpins a culture of continuous improvement and world class service standards.

* 1. Please set out details of the performance management system which they apply, demonstrating their understanding of how it works, and how it will be applied to the contract.

5.2 Please outline your proposals to incentivise the contract team on and offsite to regularly perform above the 90% contractual compliance threshold. NB - Your proposals should not attract any costs which are not included in the submitted contract costs.

5.3 Please list the quality audits, including H&S, which you intend to complete to monitor your performance against the KPIs and SLAs; Please identify by whom each audit will be undertaken, frequencies and audit method and how problems will be rectified.

5.5 Please explain how you will maintain effective communication with RAF Museum representative(s) including your proposed meeting schedule and how the detail of the contract's operation and performance will be reported.

5.6 Please provide an example of your proposed monthly management report.

1. **Corporate Experience and Expertise (500)**

The RAF Museum requires confidence that the contracted security provider understands and appreciates the complexity of delivering services within a busy museum environment. As a result, can you please detail your experience of:

* 1. Working in a world class visitor attraction.
  2. Supporting a thriving, dynamic, seasonal, and flexible commercial events business on the basis of ‘call off’ requirements; and
  3. Working around objects of importance or high value, both in monetary and intrinsic terms.

1. **Mobilisation (1000)**

The RAF Museum seeks assurance that the provider will be able to effectively mobilise the contract in the given timescales, has sufficient and appropriate resources and would seamlessly transfer staff under the TUPE regulations.

* 1. Please provide the intended mobilisation programme with a project plan identifying what actions are to be completed, by whom, and when. Please base the plan on a six-week mobilisation period and the new contract commencing on the 1st April 2024.
  2. Please explain how you will transfer any existing security or RAF Museum personnel under the TUPE regulations.
  3. Please identify your anticipated 3 most significant mobilisation challenges and how these will be mitigated; and
  4. Please provide a risk register around the mobilisation programme and how you will mitigate these risks for the RAF Museum ensuring that there is no disruption to BAU as a result of the new contract being implemented.

# Annex A - Form of Tender

[Insert name of Bidder on Bidder’s letterhead]

1. I/We have read the ITT documentation and, subject to and upon the terms and conditions contained in the said documents, I/we offer to provide the Services specified, at the rates or prices set out in my/our Tender which is submitted with this Form of Tender.
2. I/We agree that this Tender and any contract which may result from it shall be based upon the ITT documentation and the Contract.
3. I/We confirm that in submitting our Tender, we have satisfied ourselves as to the accuracy and completeness of the information I/we require in order to do so.
4. I/We further acknowledge that the Contracting Authority reserves the right not to award the Contract in relation to the Procurement Exercise and to withdraw from the process at its discretion or award only part of the Contract.
5. I/We agree that any insertion by us of any conditions qualifying this tender or any unauthorised alteration to any of the terms and conditions of the Contract made by us may result in the rejection of this Tender.
6. I/We agree that any contract that may result from the Procurement Exercise shall be subject to English law.
7. I/We confirm that we have taken account of our legal and statutory obligations, as well as all relevant Government codes and policies (e.g., taxes, environmental protection, employment protection and working conditions) in our Tender, where they would be applicable to the supply of the Services.
8. I/We understand that if we are a subsidiary (within the meaning of section 1159 of and schedule 6 of the Companies Act 2006) if requested by the Contracting Authority I/we may be required to secure a Deed of Guarantee in favour of the Contracting Authority from our holding company or ultimate holding company, as determined by the Contracting Authority in its discretion.
9. I/We have abided by the requirements set out in the ITT, including confidentiality.
10. I/We confirm that all information provided in our Tender is correct and accurate at the date of this Tender and, should any information change, that I/we will inform the Contracting Authority and recognise that this may affect whether our Tender is evaluated.
11. The prices quoted in this Tender are valid for [*insert number*] days from the Tender Return Date.
12. I/We confirm that all copy material submitted is identical in every respect to the original, regardless of the format or media in which it is submitted and that any electronic copy has been virus checked and is clear at the time of despatch.

Signed :

Name (in BLOCK CAPITALS) :

In the capacity of :

Duly authorised to sign tenders for and on behalf of (in BLOCK CAPITALS) :

Postal Address :

Telephone No :

Date :

# Annex B - Non-Collusion Certificate

[*Insert name of Bidder on Bidder’s letterhead*]

The essence of the public procurement process is that the Contracting Authority shall receive bona fide competitive Tenders from all Bidders. In recognition of this principle, we hereby certify that this is a bona fide Tender, intended to be competitive, and that we have not fixed or adjusted the amount of the Tender, or the rates or prices quoted by or under or in accordance with any agreement or arrangement with any other Bidder **[**(other than a member of our own consortium)**]**. We have not **[**and insofar as we are aware, neither has any consortium member**]**:

1. entered into any agreement with any other person with the aim of preventing Tenders being made or as to the fixing or adjusting of the amount of any Tender or the conditions on which any Tender is made.
2. informed any other person, other than the person calling for this Tender, of the amount or the approximate amount of the Tender, except where the disclosure, in confidence, of the amount of the Tender was necessary to obtain quotations necessary for the preparation of the Tender for insurance, for performance bonds and/or contract guarantee bonds or for professional advice required for the preparation of the Tender.
3. caused or induced any person to enter into such an agreement as is mentioned in paragraphs 1 and 2 above or to inform us of the amount or the approximate amount of any rival Tender;
4. committed any offence under the Bribery Act 2010.
5. offered or agreed to pay or give any sum of money, inducement, or valuable consideration directly or indirectly to any person for doing or having done or causing or having caused to be done in relation to any other Tender or proposed Tender any act or omission.
6. canvassed any other persons referred to in paragraph 1 above in connection with the Tender; or
7. contacted any officer of the Contracting Authority about any aspect of the Tender in a manner not permitted by the ITT including (without limitation) for the purposes of discussing the possible transfer to the employment of the Bidder of such officer for the purpose of the Tender or for soliciting information in connection with the Tender.

We undertake that we shall not procure the doing of any of the acts mentioned in paragraphs 1 to 7 above before the Tender Return Date nor (in the event of the Tender being accepted) shall we do so while the resulting Contract continues in force between us (or our successors in title or any separate legal entity formed in which we hold some ownership as a result of the Procurement Exercise) and the Contracting Authority.

In this certificate the word ‘person’ includes any person, body, or association, corporate or incorporate and ‘agreement’ includes any arrangement whether formal or informal and whether legally binding or not.

Signed :

Name (in BLOCK CAPITALS) :

For and on behalf of (in BLOCK CAPITALS) :

Dated:

# Annex C - Conflict of Interest Declaration

To be completed by an authorised signatory, in his/her own name, on behalf of the Bidder:

Signed :

Name (in BLOCK CAPITALS) :

For and on behalf of (in BLOCK CAPITALS) :

Position :

Date :

Please identify any potential conflicts of interest that could arise, and how these will be dealt with, in the below response. Examples of circumstances in which potential conflicts could arise include (but are not limited to) where:

* any partner or sub-contractor or any person employed or engaged by or otherwise connected with that organisation has carried or is carrying out any work for the RAF Museum in the last six months; or
* a partner or sub-contractor is providing services for more than one Bidder in respect of this project or procurement process.

If no potential conflict of interest is identified, please state this in the below response.

**Response:**

# Annex D - Freedom of Information Schedule

The Royal Air Force Museum (RAF Museum) is subject to the Freedom of Information Act 2000 (FOIA) and the Environmental Information Regulations 2004 (EIR).

If you consider that any information supplied for the purposes of this procurement or which will be supplied during the performance of the contract is either commercially sensitive or confidential in nature (within the meaning of the aforementioned Acts), this should be highlighted in the body of the submission and the reasons for its sensitivity and applicability for exemption given in the table below.

The RAF Museum does not guarantee to comply with your request for reserved information, which will be considered only at the time of any request for the information. The RAF Museum will advise you of any request for information listed in the schedule table below. Please note that omission of information in this schedule table may be seen as consent for automatic release of unscheduled information. Requests for Exemption may not be considered at a later date.

The RAF Museum will have absolute discretion in determining whether information is exempt from disclosure, and if information will be released following a request for information. Please be aware that under the FOIA or EIR Code the RAF Museum may be obliged to disclose information without consulting the supplier, or having consulted with the supplier and considered its views.

It is your responsibility to obtain independent legal advice on the provisions of the Act.

|  |  |  |  |
| --- | --- | --- | --- |
| **Information Class** | **Exemption (section of the Act)** | **Detailed Reason for Application of Exemption** | **No. of Years Exemption to Last** |
|  |  |  |  |

Signed: Dated:

For and on behalf of:

Position within Company: