

### 6.6 Public Interest

The activities of the GLA and Mayor of London attract a great deal of public interest and the first point of contact for people attending City Hall, other GLA property or GLA events will be the security staff and first impressions do count.

As representatives of the GLA and the Mayor, the conduct of officers will be open to both public and media scrutiny; this is particularly the case when officers get involved in restoring order at public meeting, refusing admission to premises/events or physically removing people from premises.

Staff deployed on this contract need to be aware of this fact and accept that their images and voice may appear in the traditional media as well as on social media websites and as a result of their role or actions they may become the subject of media interest.

Where criminal offences are alleged officers may be required to attend court to give evidence.

### 6.7 Contractor's Staff Responsibilities and the use of Social Media

The individual officers employed on this contract must maintain the trust and confidence of the GLA, if this trust is breached the individual shall be removed from the contract. In this regard the contractor's staff will also need to exercise care when using social media in their personal lives.

This means that contractor's staff should;

- Not use social media to post critical comments about either the Mayor and/or Assembly Members
- Not use social media to post critical comments about fellow officers, GLA staff or the GLA as a whole that would either damage the reputation of the GLA, or of any individual officer;
- Not use social media in a way that violates the GLA's policies and public duties on harassment and equalities or that could result in any officer perceiving themselves to be a victim of harassment or discrimination;
- Not use information obtained in the course of employment on the contract, which is subject to a duty of trust and confidence, as the basis for any social media post;
- Not use social media in a way that breaks the law either relating to civil or criminal law and officers should note that Criminal acts committed other than in the course of employment may also warrant disciplinary action where the offence affects the interest of the GLA and/or the continued performance of the contract.

The Contractor's staff are also subject to the Data Protection Act and the laws of defamation at all times.

### 6.8 Professional News Media and Corporate Communications

The Contractor and its employees must not make statements or give interviews to the professional news media in relation to this contract without the prior approval from the GLA. This also applies to corporate communications and marketing material that is sent to the contractors own staff, clients, prospective clients or used as general advertising.

### 6.9 Complaints and Investigations

The GLA operates a complaints and comments procedure that allows members of the public to submit complaints and comments about GLA services, which includes services provided under this specification, to the Mayor of London. Details of the procedure can be found at: <http://www.london.gov.uk/contact-us/making-complaint/vla-complaints> .

Any such complaints or comments will be passed on to the contractor to fully investigate and the outcome of the contractor's investigation reported back to the GLA. The GLA will then respond to the complainant. The supplier shall take the necessary action to address any complaints within their control that are upheld. In cases where comments are made these shall be taken into consideration and actioned where they have merit and no detrimental impact on the service and are agreed by the GLA.

In some cases the GLA will undertake its own investigation into complaints or incidents and the contractor is required to co-operate with any such investigation.

### 6.10 Legal Representation

There may be occasions when in carrying out their duties that the contractor's officers become involved in incidents that lead to allegations of criminal offences, such as assault, being made against the officer and the Police being called. In the event that the officer is arrested and/or charged with an offence as a result of carrying out their duties, the supplier, at their own expense, is responsible for providing the officer with all necessary legal support through to the conclusion of the case. In such incidents where it is deemed necessary by the GLA or supplier to suspend the officer pending the outcome of the case, the officer will remain on full pay at the expense of the supplier, but the post must be backfilled by another site trained officer. This provision does not affect any internal disciplinary procedures that the contractor may follow at their own discretion, or decide to implement.

## 7.0 Staffing Requirements

### 7.1 Licensing

All security officers provided under this specification must have the appropriate valid Security Industry Authority License(s) for the role they will be performing. As a minimum this will be the Door Supervisor's License. Reception staff are not required to hold SIA Licenses.

# GREATERLONDONAUTHORITY

## 7.2 Capacity to Supply

The contractor must have the capacity to provide fully trained security officers, as per the requirements of this specification, and where necessary, supervisors to all locations identified in this specification. The timescales and duration will depend on the location, nature of the deployment and the number of officers being requested.

The following is the minimum standard required;

- City Hall and any other GLA buildings – up to 4 site-trained security officers within 2 hours' notice, increasing to a total of 8 security officers after 6 hours' notice. For regular planned work at City Hall a far greater notice period will be given, typically 4 weeks.
- Trafalgar Square and Parliament Square - up to 4 security officers within 2 hours' notice, increasing to a total of 8 security officers after 6 hours' notice.
- Events and operations at any location – the number of officers will vary, historically it has been up to 20 officers, although an average would be 12 and typically 4 weeks notice would be given, although often it will be longer, especially for larger events.

Any officers failing to report for duty (blow outs) in any assignment must be replaced within 2 hours.

It should be noted that under this specification there is no guaranteed minimum number of hours. It is possible that in any given month no officers will be required.

## 7.3 Hours of Work

Officers will be required to work between 8.5 hours and 12 hours per shift, as per the needs and requirements of the business. Officers deployed at City Hall must have an unpaid lunch break of 1 hour. However, occasionally officers may be required to work additional hours based on the requirements of the business but in line with the working time directive.

Should the contractor's officers be required to travel to and from site during periods when public transport has closed, eg Christmas and New Year, the contractor must make appropriate arrangements, at their cost, to ensure their staff are able to report for duty on time and get home at the end of their shift.

The minimum order quantity shall be one officer for half a shift. ie. either 4.25 hours for deployments that use an 8.5 hour shift or 6 hour for deployments that use 12 hour shifts.

## 7.4 Gender Balance

The GLA actively promotes equality and as such require an equal balance of male and female officers. This is particularly important at City Hall because of the policy to search all visitors.

## 7.5 Staff Selection

Depending upon the specific requirement the GLA may wish to interview the contractor's security officers prior to them commencing work on an assignment and reserve the right to reject officers that it considers unsuitable.

Occasionally, a security officer may be deemed by the GLA contract manager as unsuitable for the GLA contract. In these cases it is important that the supplier maintains an up to date list of unsuitable candidates to ensure that they are not re-supplied to City Hall.

## 7.6 Proof of Identity and right to work in the United Kingdom

On first deployment on a GLA assignment, security officers will be required to show their appropriate SIA Licenses(s) and provide proof of identity and right to work in the United Kingdom, eg. Passport, driving license or other GLA approved form of proof.

## 7.7 Fitness for Duty

All security officers provided to the GLA must be fit to meet the requirements of the assignment and must report for duty in an alert condition. The "double shifting" of officers is not an acceptable practice.

## 7.8 Agency Worker Regulations

The provisions of the Agency Workers Regulations are likely to apply to contract Security Officers deployed at City Hall. These regulations give agency workers the right to equal treatment after a qualifying period of 12 weeks, in terms of pay and basic working conditions, as if they had been employed directly by the GLA to do the same job. This includes:

- pay
- working hours
- rest periods
- rest breaks
- annual leave
- time off for ante-natal appointments

Responsibility for ensuring equal treatment for most of these rights will primarily be with the contractor. The GLA will provide information to the contractor on pay and conditions for a comparable job in the GLA.

## GREATERLONDONAUTHORITY

The GLA recognises that this may have an impact on the pay rates of the officers deployed; however, the overhead margins must remain as they are quoted in the Pricing Schedule for this specification.

### 8.0 Graded Pay Scheme, Charging Rates and Pricing Schedule

#### 8.1 Graded Pay Scheme

All Security Officers supplied to the GLA must be paid, as a minimum, the London Living Wage. Other than this the pay rate should be commensurate with the skills and experience level of the officers required to deliver this specification and should be competitive in the London market place, so as to attract and retain the required calibre of staff. The Agency worker Regulations may also apply to officers deployed at City Hall, after the qualifying period, where contract security officers are performing the same role as members of the in-house security team.

It is recognised that staff turnover does occur and that new officers will be need to be introduced into the pool that support the contract. It is also recognised that regular officers will be required to provide on-the-job training to new officers and that new staff will not be as efficient and effective on day one as fully site-trained and experienced officers. To reflect this, the contractor should introduce a "Graded Pay Scheme" that pays competent, site trained officers more than new starters or irregular officers. This should apply for all grades of staff working on site. The lower pay rate for new starters and untrained relief officers should also be reflected in a lower charge rate to the GLA, at the same percentage differential as for a fully site trained officer.

The GLA believes that this provides staff with an incentive to become competent as quickly as possible in addition to recognising the value of contract-experienced staff who will be required to train new starters. It will also provide an incentive for management to minimise staff turnover by providing the right calibre of officer and ensure that staff receive the necessary training needed to bring them up to the required standard as quickly as possible. To support this, an auditable competency based training and assessment scheme will be required to demonstrate that the new officer has achieved the required level of site knowledge, skill and competency. The matrix must be available and implemented within 2 months of the award of contract. As a guide the section 6 on "Professional Standards and Training" will assist in developing a matrix that is relevant to this specification.

The impact of the Graded Pay Scheme on the pricing must be reflected in the monthly invoicing, ie. the price charged in a given month will be lower than the top rate if not all staff are signed off as fully site trained.

#### 8.2 Duration

This Framework agreement is for a period of three years from the commencement of the contract, with the option of mutually extending by a further one year. The contract will, however, be priced for the full four years.

## 8.3 Pricing Schedule

The contractor is required to complete the Pricing Schedule supplied by the GLA for the staff, services and support provided under this specification. The prices stated in the schedule must be valid and fixed for the duration of the contract. The price quoted should include any additional payments for Bank Holidays and Leap Years, the next being in 2016.

The pay rates to the officers quoted in the schedule may be increased to comply with the Agency Worker Regulations, if applicable; however, the uplift element must not be increased as result.

For the purposes of the Pricing Schedule the rates should be based on the assumption that all staff provided under the contract are fully trained, competent to deliver the service required and are paid the top rate under the Graded Pay Scheme.

All officers supplied under this contract must be paid as a minimum the Mayor's London Living Wage, currently £8.80 (as at 1<sup>st</sup> April 2014). However, the pay rate should be commensurate with the skills and experience level of the officers required to deliver this specification and should be competitive in the London market place, so as to attract and retain the required calibre of staff. Further information on the Mayor's London Living Wage is available on the Authority's website at <http://www.london.gov.uk/gla/publications/economy.jsp>

Any anticipated wage increase required to retain and recruit the right calibre of staff for the duration of the contract must be reflected in the Pricing Schedule. As a minimum the pay rates must not fall lower than the hourly rate paid under the Mayor's London Living Wage. Any exceptional increases e.g. caused through changes in legislation, outside those quoted in the pricing schedule must be mutually agreed in advance and confirmed in writing with the GLA. A Contract Variation is required for any pricing changes outside those stated in the contractor's Pricing Schedule. The contractor is responsible for completing and submitting the completed Contract Variation to the GLA for approval.

When preparing the Pricing Schedule the contractor is advised to be mindful of the impact of any increases the London Living Wage may have on the differential paid between officers and supervisors, as well as between security staff and other contractors working on site such as cleaning, catering and maintenance staff.

## 9.0 Key Performance Indicators (KPI's) and Quality Assurance

### 9.1 Key Performance Indicators (KPI's)

The contractor shall complete the GLA's monthly Key Performance Indicator (KPI) matrix that is used to monitor the performance of the contract. The KPI matrix will be periodically reviewed and updated to accurately reflect the service issues that are being encountered. The current KPIs are attached at ANNEX B.

## GREATERLONDONAUTHORITY

The contractor will be required to self-assess their performance and complete the matrix on a monthly basis. The first KPI report shall be submitted by the end of the first week following the first full month of service. Thereafter reports shall be submitted to the GLA contract manager 3 working days in advance of the monthly and quarterly meetings. Failure to submit the monthly KPIs on time will be deemed as a KPI failure.

If an overall score of 2 "reds" or 3 "ambers" are achieved for 2 consecutive months or in 3 months out of every rolling year the contractor will be required to rebate 5% of that month's net invoice, which should be credited in the following month's invoice.

If a contractor repeatedly, i.e. 3 months in a row or 6 months in a rolling 24 month period fails to meet the required KPI standard they will be required to rebate an additional 2% for each month that the service fails to meet the required standard. Continued failure against the KPIs may result in the early termination of the contract.

### 9.2 Quality Assurance

Maintaining professional standards and high levels of quality is of paramount importance to the GLA. The contractor must ensure appropriate arrangements are in place to ensure that a quality service is delivered.

### 10.0 Management Support and Meetings

#### 10.1 Management Support

The contractor shall put in place an appropriate management structure to ensure that the officers on site are adequately supervised, trained and supported. As a minimum this must include;

- A senior person responsible for the contract who would attend formal quarterly contract review meetings eg. managing director, director
- Area Manager – Dedicated to supporting the operation
- Contract/Operations Manager – The day to day contact
- 24/7 Control Room – for placing orders and reporting issues
- Duty Schedulers – the people responsible for arranging rosters

#### 10.2 Management Meetings

The contractor is required to attend Quarterly Contract Review meetings, which should involve the senior contact and contracts/operations manager. At these meetings the KPI's for the period and service quality will be reviewed.

In addition, monthly operational meetings are required, which should involve the contracts/operations manager responsible for service delivery.

### 11.0 SIA Licence Renewal Service for in-house GLA Security Staff

The GLA requires the contractor to offer SIA upskilling training to the GLA in-house security team. There are currently circa 33 in-house SIA licensed staff, each officer is currently holds the Door Supervision and Public Space Surveillance License. Equally, if the GLA recruits a new security officer without the necessary license then the contractor may be required to arrange the required SIA training and examination for the individual. The training can only be passed on to the GLA on an at cost basis, ie. no mark-up or administration fee.

### 12.0 Invoicing

Invoicing must be monthly in arrears and supported by a schedule detailing the specific assignment, location and type of officer eg. security officer, supervisor, close protection officer, names of the officers with the days and hours that they worked for the GLA, and any GLA reference number. The rates charged must reflect the Graded Pay Scheme level of the officers that have been deployed during that period.

All invoices must quote the valid Purchase Order number, which covers the assignment.

The GLA's financial year-end is 31<sup>st</sup> March and invoices for services provided in March must be provided no later than 31<sup>st</sup> March.

Further information on how invoices must be submitted is detailed in ANNEX D.

\*\*\* End \*\*\*

### City Hall Admissions Policy

Welcome to City Hall, while you are waiting to go through the search point please familiarise yourself with the Admissions Policy.

As part of City Hall's health and safety arrangements, admission for all visitors is conditional upon agreeing to go through the search procedures and complying with all security arrangements and instructions as detailed below. The Greater London Authority (GLA) reserves the right to refuse admission.

#### Search Procedures

All visitors wishing to enter City Hall will be subject to a security search of both their person and any bags or carried items, including folding bicycles. The search aims to ensure that no prohibited items (please refer to the list displayed nearby) are either deliberately or accidentally brought into the building.

Please note that visitors may also be required to place their outer garments, hats, shoes and belts through the x-ray scanner, and laptop computers will need to be removed from their cases. Wheelchairs will also be subject to search. The scanning equipment will not harm photographic or electronic media or devices.

It will assist the search process if people are ready to remove metal objects carried on their person (with the exception of very small items of jewellery) and place them in the trays provided.

At the discretion of the Security Officer, visitors found in possession of prohibited items may be refused entry to the building, or will only be admitted if they are prepared to surrender the items to Security, for which a receipt will be issued. Any confiscated items can be collected from Security, on production of the receipt on departure from the building, with the exception of certain prohibited items which are considered likely to pose safety risks to staff and the public which will be passed to the Police.

At the discretion of the Security Officer, visitors deliberately trying to conceal prohibited items or being obstructive may be refused entry and reported to the Police.

#### Visitor's Behaviour and Conduct

Visitors to City Hall are respectfully requested to behave in a considerate and courteous manner at all times and comply with official instructions given by Security Officers and GLA Staff. Anyone who is considered to be a threat to good order will not be admitted. Visitors must not disrupt or interfere with the activities that are taking place at City Hall.

The intimidation of Security Officers or other members of GLA Staff will not be tolerated and neither will; assault on staff, aggressive behaviour, offensive, threatening or abusive language or gestures.

Anyone displaying these behaviours or not complying with official instructions will be required to leave City Hall immediately and may at the discretion of the Security Officer be refused from future entry.

Visitors are advised not to make comments to security staff that could be interpreted as a potential threat; such actions could result in the Police being called.

**Children**

Young people under the age of sixteen will not be permitted access to the building unless accompanied by an appropriate adult or by prior arrangement. Security staff may ask for proof of age if the visitor does not look sixteen years of age or over.

**Animals**

The only animals permitted access to City Hall are assistance animals and police search dogs with appropriate official identification.

**Photography and Filming**

No photography or filming of City Hall security and reception arrangements or equipment is permitted.

The use of camera or audio-video recording equipment in such a way so as to cause alarm, distress or harassment of staff or visitors or using it in such a way that causes interference with their duties or visit is prohibited.

No commercial photography or filming at City Hall is permitted without prior written agreement from the Greater London Authority.

**CCTV**

For everyone's security and safety, monitored and recorded CCTV is in operation at City Hall.

**Changes to Security Arrangements**

Please note in the interests of everyone's health and safety, security arrangements are subject to no notice extension and change.

**THANK-YOU FOR YOUR UNDERSTANDING AND CO-OPERATION**

**Prohibited Items**

To help protect the safety and welfare of both visitors and staff the following is a non-exclusive list of items that are prohibited from being brought into City Hall;

- Bladed items, including; pen knives, fixed bladed knives and scalpels
- Offensive weapons eg. tasers, etc.
- Imitation or toy weapons, including toy hand grenades and guns
- Items that could be readily converted into weapons
- Component parts of weapons
- Flares or fireworks
- Party poppers and party canons
- Helium filled balloons
- Strobe lights, high intensity torches and lasers
- Hazardous materials eg. CS gas, pepper spray, gas canisters, acids and alkalis
- Spray paints or cans of paint
- Powders that are not personal prescription medicines or for cosmetic purposes
- Illegal drugs
- Opened bottles / cans of alcohol
- Pointed Scissors / pointed tweezers
- Knitting Needles
- Syringes (unless required for personal medical use)
- Placards, Banners and Flags
- Mobile phone jamming devices
- Items that could cause loud audible disruption eg. whistles, megaphones, sirens, air horns, large radios / cd players
- Covert surveillance and recording equipment
- Climbing and abseiling equipment
- Tools eg. pliers, screwdrivers, wire cutters, saws, etc.
- Any items considered to be suspicious or unacceptable by security staff that the owner cannot provide a reasonable explanation for possessing



**Invoicing**

**How to help us pay your invoice on time**

This leaflet sets out the points you need to remember to minimise delays in payment of your invoices. Please read carefully and follow the guidelines.

**Avoid delays in payment - Never**

- Accept a request for goods or services without receipt of a valid TIL or GLA Purchase Order
- Invoice unless you have a valid Purchase Order Number
- Accept verbal communication of Purchase Order Number as this does not guarantee that the Purchase Order is activated for use
- Forward invoices to any address other than that stipulated as the 'invoice to' on the Purchase Order
- Accumulate invoices
- Use prices, quantities or descriptions that differ to the Purchase Order
- Submit invoices with more than one Purchase Order
- Submit invoices which in total are in excess of the Purchase Order value

**Help us to pay on time - Always**

- Send invoices as soon as possible after despatch of goods or services provided
- Submit valid VAT invoices (unless you are not registered for VAT)
- Include the TIL or GLA Purchase Order Number AND line number in E 3100987654/0
- Ensure quantity and pricing units are consistent with the Purchase Order
- Ensure descriptions of goods/services match with the Purchase Order
- Include the address to where goods were despatched or services provided
- State the date on which goods were despatched or services provided
- Retain proof of delivery in case of query
- Correctly address your invoice or credit note to the Entity as detailed on Purchase Order
- Ensure each credit note quotes the invoice and Purchase Order to which it refers

For queries regarding invoices contact Accounts Payable on **0845 3035100** or [accounts.payable@tfl.gov.uk](mailto:accounts.payable@tfl.gov.uk)

Please ensure you have to fund the Entity you are invoicing, your Vendor Account Number and Purchase Order Number



Accounts Payable, P.O. Box 45276, 14 Pier Walk, SE10 1AJ  
 Group Property Accounts Payable, P.O. Box 45277, 14 Pier Walk, SE10 1AJ



**SCHEDULE 3B - Services{tc "Error! Reference source not found. Goods and Services" \ 3} SPECIFICATION QUESTIONS AND ANSWERS**



**Technical and Commercial Submission for Lot 2  
The Provision of Supporting Security Services**

**The Shield Group**

September 2014



# Commercial Submission

## Response to Terms and Conditions

We can confirm that we agree to all clauses outlined in the terms and conditions set out in the Contract for Services.

## Reserved Information Schedule

We hereby classify the detailed pricing information provided to you within the Pricing Schedule to be Reserved Information.

## Form of Tender

I confirm and accept that:

1. The information provided in the Invitation to Tender (ITT) document **Heritage Wardens** was prepared by Transport for London ("TfL") in good faith. It does not purport to be comprehensive or to have been independently verified. Neither TfL nor any member of the TfL group company has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the Invitation to Tender document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested Supplier or its professional advisers, and any liability therefore is excluded.
2. The provision of 6.1 of the 'Notice to Bidders' section of Volume 1 of the ITT has been and will continue to be complied with.
3. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. TfL has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any agreement.
4. TfL reserves the right (on behalf of itself and its group companies) to award the contract for which tenders are being invited in whole, in part or not at all.
5. This tender shall remain open for acceptance by TfL and will not be withdrawn by us for a period of three (3) months] from the date fixed for return.
6. The information provided by us is true and accurate.

Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Services to TfL (or any member of the TfL group) in accordance with the terms and conditions stated therein for the rates detailed in the schedule of Charges, Volume 4.

Note, by completing box 1 you agree to our terms and conditions of contract. If you do not wish to accept these conditions you should complete box 2. You should submit your bid clearly detailing your reasons for non-acceptance. If we offer a contract in the belief that your bid is compliant and you then attempt to negotiate alternative conditions we WILL withdraw our offer.

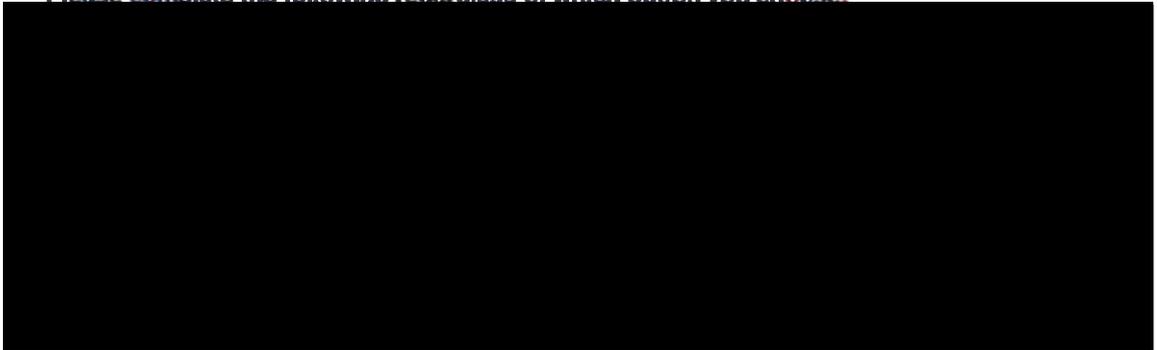
1.	I agree to accept the Conditions of Contract attached to this ITT	
Name Judy Chalk		Date 18/09/14
		

Or

I wish to submit a bid but I am unable to accept your conditions of contract and I have made an alternative proposal based on the revisions noted in Appendix 2: The Contract Response Template. In doing so I am aware that it could prejudice the outcome of the tender analysis.

2.	I DO NOT agree to accept the Conditions of Contract attached to this ITT	
Name		Date
Signed		

Please complete the following regardless of which option you choose:



# Question and Answer Booklet

Response to the Specification for the provision of Supporting Security and Operations Services to the Greater London Authority Specification Reference GLAFM097E

## A. Company Details (For information only and not scored)



**B. Response to the Specification GLAFM097E (This section is scored, please note that some scores are weighted, as per the scoring matrix contained in the Instructions to Tenderers document).**

**1.0 Introduction**

**S1.0. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**2.0 The Framework Agreement**

**S2.0. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**3.0 Locations**

**3.1 City Hall**

**S3.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**3.2 Trafalgar Square and Parliament Square Gardens**

**S3.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**3.3 Event venues around London**

**S3.3. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**3.4 Other Locations around London**

**S3.4. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.0 Scope of Service**

**S4.0. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.1 Security Services – City Hall**

**S4.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.2 Logistics – City Hall**

**S4.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.3 Security Services – Support to the Heritage Wardens**

**S4.3. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.4 Event Security (not at City Hall)**

**S4.4. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.5 Security Services at other Locations**

**S4.5. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.6 Technical Security Services**

**S4.6. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.7 Reception and Administrative Services – All GLA premises and event venues**

**S4.7. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.8 Police Support**

**S4.8. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**4.9 Standard Operating Procedures (Assignment Instructions)**

**S4.9. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**5.0 Security Threats, Risk Assessments and Method Statements**

**5.1 Security Threats**

**S5.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**5.2 Risk Assessments and Method Statements**

**S5.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

## **6.0 Professional Standards and Training**

### **6.1 General**

**S6.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

### **6.2 Uniform Standards**

**S6.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

#### **6.2.1 Indoor Uniform eg. City Hall and GLA building based events**

**S6.2.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

#### **6.2.2 Outdoor Uniform eg. Trafalgar Square and Parliament Square Garden**

**S6.2.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

### **6.3 Punctuality**

**S6.3. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

### **6.4 Command of English**

**S6.4. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

### **6.5 Training**

**S6.5. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

#### **6.5.1 Professional Training Qualification**

**S6.5.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.5.2 General Security Training**

**S6.5.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.5.3 Assignment Specific Security Training**

**S6.5.3. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.6 Public Interest**

**S6.6. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.7 Contractor's Staff Responsibilities and the use of Social Media**

**S6.7. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.8 Professional News Media and Corporate Communications**

**S6.8. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.9 Complaints and Investigations**

**S6.9. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**6.10 Legal Representation**

**S6.10. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.0 Staffing Requirements**

**7.1 Licensing**

**S7.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.2 Capacity to Supply**

**S7.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.3 Hours of Work**

**S7.3. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.4 Gender Balance**

**S7.4. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.5 Staff Selection**

**S7.5. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.6 Proof of Identity and right to work in the United Kingdom**

**S7.6. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.7 Fitness for Duty**

**S7.7. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**7.8 Agency Worker Regulations**

**S7.8. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**8.0 Graded Pay Scheme, Charging Rates and Pricing Schedule**

**8.1 Graded Pay Scheme**

**S8.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**8.2 Duration**

**S8.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**8.3 Pricing Schedule**

**S8.3. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**9.0 Key Performance Indicators (KPI's) and Quality Assurance**

**9.1 Key Performance Indicators (KPI's)**

**S9.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**9.2 Quality Assurance**

**S9.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**10.0 Management Support and Meetings**

**10.1 Management Support**

**S10.1. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**10.2 Management Meetings**

**S10.2. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

**11.0 SIA Licence Renewal Service for in-house GLA Security Staff**

**S11.0. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

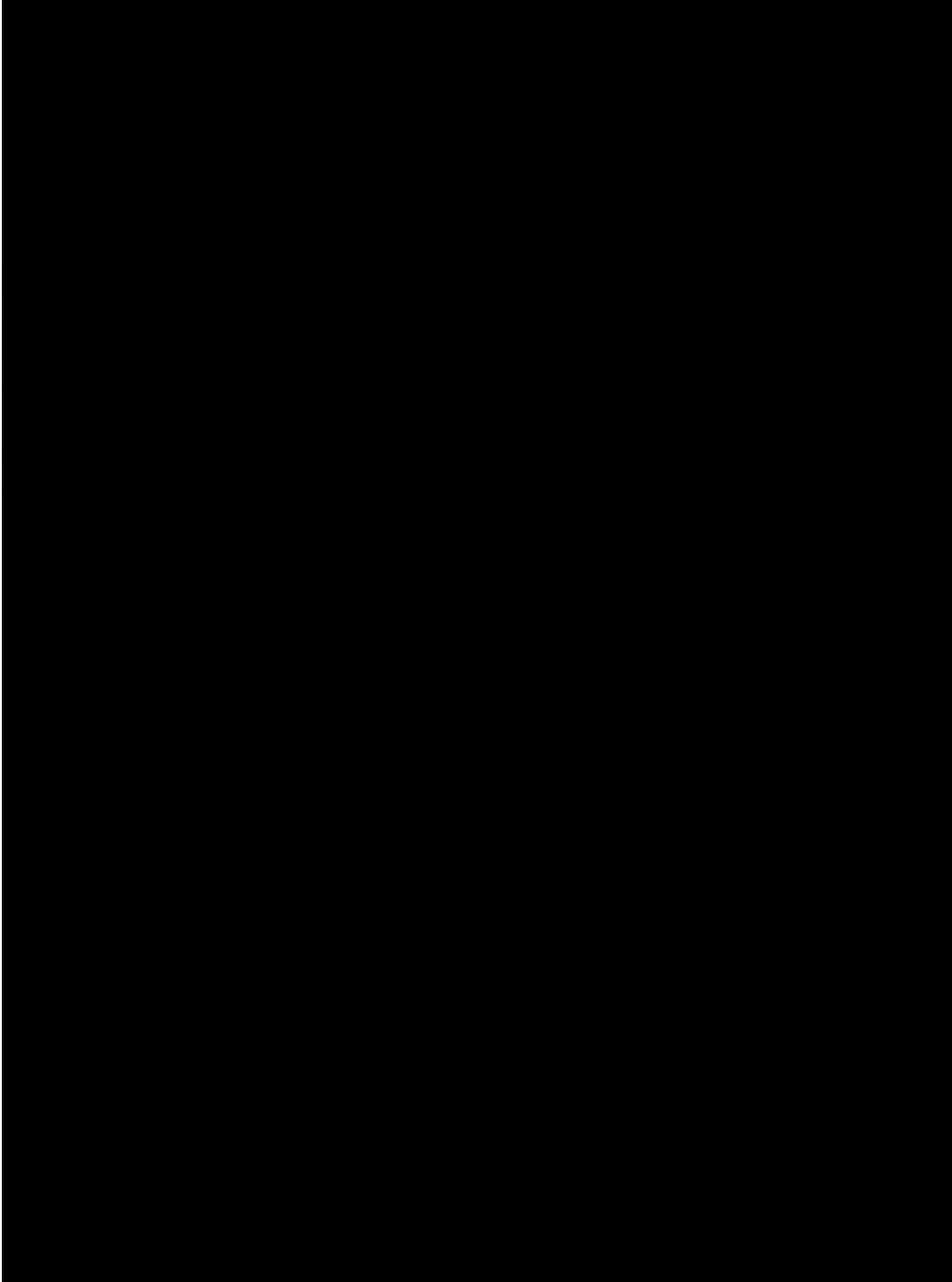
Understood and accepted

**12.0 Invoicing**

**S12.0. Confirm understanding and acceptance eg. respond as "understood and accepted" (1)**

Understood and accepted

- C. Additional Supporting Evidence (This section is scored, please note that some scores are weighted, as per the scoring matrix contained in the Instructions to Tenderers document).**



**Q4. Mobilisation – Please provide a method statement and programme showing the key activities and milestones leading up to the contract "go live" date and identify who would be responsible for delivery. (5)**

**Attach your response as a separate document of no more than 1 page of A4, including the programme. Make reference to this question number at the start of your response.**

**Please refer to Appendix 2 Q4 Mobilisation**

**Q5. Sub-contracted services – Please provide details of any proposed sub-contractors, including the name and contact details for each sub-contractor and their scope of operation including an outline of how you propose to package the sub-contracted services.**

**(Default score is 5 if no-sub-contracting is taking place, a score of 5 can be retained if the sub-contracted element is considered robust and well packaged).**

**Attach your response as a separate document of no more than 1 page of A4. Make reference to this question number at the start of your response.**

**Please refer to Appendix 3 Q5 Sub-contracted Services**

**Q6. Training and Development - Please explain how you ensure that your Security Officers deployed at high profile sites are kept up to date with emerging threats and developments in the security industry. (In no more than 250 words) (5).**

Through taking active involvement in a number of initiatives as well as recruiting highly respected management personnel, we remain a company that is at the forefront of operational risk within the security industry. Below we have detailed the ways in which we ensure our staff at high profile sites are kept up to date with the ever changing risks and threats that they face:

**Project Griffin:** We sit on the board of Project Griffin, a Police initiative formed to protect cities and communities from the threat of terrorist activity through extensive knowledge sharing between Police forces, local authorities and businesses.

**Project Argus:** Project Argus is a National Counter Terrorism Security Office initiative, exploring ways to aid in preventing, handling, and recovering from a terrorist attack.

**Project Servator:** This initiative with police and security services to prevent terrorism will deliver a more strategic approach to protecting crowded places, iconic sites and places of interest and our involvement in this initiatives will ensure that we are at the forefront of engagement with law enforcement and deterrence measures.

**Key personnel:** In Stuart Pizzey MBE, Police Liaison and Commercial Risk Advisor, and Ken Stewart QPM, Executive Director and former Head of Crime and Counter Terrorism at the City of London Police, we have extremely strong connections with external bodies and authorities. Stuart and Ken will utilise their backgrounds to provide you with advice on the latest crime trends and countermeasures, as well as expert advice regarding current and future terrorism threat levels.

**Q7. Training and Development - Please provide details, including the location, of your organisation's training facilities and training staff and explain how you go about training, developing and assessing the competence and capability of your security officers. If this service is outsourced please state this clearly. (In no more than 250 words) (5).**

Training is fundamental to our service delivery, and the investment we have made in our Management Development Centre (MDC) and Training Academy in London demonstrates our commitment to our people at a time when many others are reducing their training budgets. We are able to provide 70 externally accredited training courses in-house, all of which are delivered by qualified trainers. We also produce and deliver a wide range of bespoke training courses and workshops, based upon skill set requirements and development plans.

All officers joining The Shield Group, including those transferring under TUPE, receive Shield induction training. This provides them with an overview of The Shield Group's organisation structure and reporting lines. Operatives also undergo a site induction and Training Needs Analysis designed to identify any gaps in training that need to be addressed.

Following successful completion of this induction, we bring all team members together to carry out the Competency Achievement Record. All staff go through this structured process designed to assess their skills against a series of core competencies.

Each operative has 12 weeks to complete the competency assessment, in compliance with BS7499 and demonstrating competence for the licence, assisted by a mentor/assessor. The assessment is split in to questions for the employee to complete, and observations where the mentor reviews their skills on the job.

This robust framework facilitates the sustainable growth and personal development of all of our employees, ensuring they remain motivated, engaged and above all highly competent security professionals.

**Q8. Training and Development - Please provide details of the training syllabus for a new security officer who has just been recruited to your organisation and who will be deployed to one of your existing high profile, high risk site. Subject matter headings from the syllabus are sufficient (do not attach documents). The information provided must be auditable and a real Security Officer in your employment must have gone through this training. (In no more than 250 words)(5).**

Each new starter at The Shield Group undergoes a company induction. This one day course includes a full introduction to the company and its operations, and a training needs analysis. Tool box talks and training in Customer Service and Health and Safety are delivered to ensure trainees meet our high standards.

They will then complete a site induction and conduct a full competency assessment. Designed to meet the requirements of BS 7499 and client/site based need, all new employees receive a personal Site Competency and Assessment booklet that they are required to complete within the term of their probationary period.

All Shield employees are required to complete this, which is a pathway through their career, from initial security training and bespoke assignment understanding, to specialist skills, to

supervisor and management training.

For this Lot, the following competency pathway units will apply:

- Important Contacts
- Health and Safety
- Essential Communications
- Emergency Situations
- Dealing with Customers
- Monitoring and Assignment
- Carrying out searches of police
- Carrying out searches of vehicle
- Arrest
- Deal with lost and found property
- Records and Logs
- Use radio communications effectively

The site induction for all 3 lots will include training on the specific Byelaws in place at Parliament Square, Trafalgar Square and City Hall, as well as customer service training, conflict management training and first aid training.

**Q9. Relief Officers – Assuming you are supplying 2 Officers to City Hall for a 3 month period, explain how you would ensure you can back-fill a no notice absence of one of these officers within 2 hours of being notified of the “blow-out”, with an assignment trained officers of the right calibre, wearing the correct uniform. (In no more than 250 words) (5).**

Run through the Shield Group Monitoring Centre – our Cat II, NSI Gold accredited ARC – our process allows for gaps to be filled correctly within moments of being reported.

Our relief base has expanded rapidly in recent years, particularly in Greater London, and we have the resources in place to supply you with a pool of site trained, uniformed strategic reserves, further backed up by an extra pool of relief officers who are trained to deliver the service levels you expect of your regular team.

With reference to the example at City Hall, the following process will take place:

- The system at the SGMC shows all employees who are due to book on or off in the next 20 minutes.
- If the employee has not booked on five minutes before shift changeover the record turns amber and warns the Controller of an impending problem. If they have not booked on two minutes prior to shift changeover the record turns red. The Controller then makes a call to site to establish the nature of this “blow-out”.

If necessary, we will then arrange a shift extension of the outgoing officers while the absence is investigated and attempts are made to contact the officer. In the event of a ‘No Show No Contact’ being confirmed, two of the strategic reserves will be despatched to site. In the unlikely event that these strategic reserve officers also blow out, staff will be deployed from

our relief pool.

**Q10. Staff Welfare - Explain what arrangement would be put in place to ensure the welfare of Security Officers working on this assignment and how would these arrangements be audited and the quality of them checked? (In no more than 250 words) (5).**

We take our employee welfare extremely seriously, and none more so than when they are working at night. We understand the elevated dangers, and so have in place a robust lone worker policy that applies across our operations that is compliant to ISO 9001 and BS7499 standard.

In line with this policy, we ensure that onsite staff make check in calls to the site control room at hourly intervals (between 10 to and 10 past the hour) during the periods of:

Monday to Sunday nights: 2100 – 0500

Saturday and Sunday days and Bank Holidays: 0900 – 1700

These check-in calls are made each hour in order to inform the control room of the officer's wellbeing and safety.

Each update in the officer's status, check call and emergency call is fully tracked by the SGMC, and therefore the process is fully auditable for quality purposes. Should it be a requirement in the circumstances, this audit trail can be passed over to the emergency services for review.

**Q11. SIA Licenses - Please explain your policy regarding the payment of SIA License fees and any up-skilling training required by staff. (In no more than 100 words) (5)**

Employees who joined prior to 1<sup>st</sup> Feb 2012 have their SIA licences paid for by the Company on the basis that if they leave then a proportion of the remaining value can be deducted from their final pay.

Policy on this issue changed on 1<sup>st</sup> Feb 2012, meaning that anyone who joined after this date covers the cost of their licence themselves. We complete the application and pay the licence fee on their behalf, then deduct the licence fee from their wages in x3 instalments.

Up-skilling required for the employee's role incurs no cost to the individual.

**Q12. Management Support - Please provide details of the support structure that would be put in place for this contract. (In no more than 200 words) (5).**

Our operational headquarters is based in Kennington, South London, which is 10 minutes from City Hall and Trafalgar Square, and 6 minutes from Parliament square. The following departments and subject matter experts are located within these offices:

- Human Resources
- QHSE
- Shield Training Academy and Management Development Centre (MDC)
- Credit Control
- Payroll
- Personnel

These teams will be able to assist your Operations Manager, Nick Tolley with any queries or actions that you raise, and given his close proximity to your sites, he will be on hand to conduct ad hoc face-to-face meetings should this be a requirement.

Peter Aaronson, Managing Director – Strategic Solutions Division will take responsibility for the deployment of fully trained, uniformed team of strategic reserves. He will work closely with Nick Tolley and yourselves to forecast events that will likely require the involvement of a large number of reserve and relief officers. Ken Stewart, Executive Director of the Shield Group and ex-Head of Crime at the City of London Police, will be on hand to provide expert assistance to Peter and GLA when planning for such events.

**Q13. Management Support - Provide the names and a brief statement of career experience for the following positions within your organisation.**

- The most senior person involved in the contract who would attend formal quarterly contract review meetings eg. managing director, director
- Area Manager – Dedicated to supporting the operation
- Contract/Operations Manager – The Day to day contact
- Control Room – for placing orders and reporting issues
- Duty Schedulers – the people responsible for arranging rosters

The career summaries may be provided as separate documents on no more than half a single side of A4 paper each and must make reference to this section ie.Q12 (5)

Please refer to Appendix 4 Q13 Management Support

**Q14. Sustainability** - Please provide brief details of any sustainability and environmental initiatives that your organisation has introduced to reduce the environmental impact of your operations. (In no more than 250 words) (5)

We understand the nature, impact and scale that our business activities and services have on the environment both locally and globally. We also recognise the paramount importance of preserving the environment for current and future generations, and so we are fully committed to complying with BS EN ISO 14001:2004 and documenting, implementing and maintaining an Environmental Management System (EMS) and Policy. This provides a framework for setting and reviewing environmental objectives and targets, ensuring continuous improvements to reduce our impact on the environment.

Our strict environmental policy ensures that in all of our activities we:

- Endeavour to protect or enhance the environment
- Comply with all relevant industry legislation, standards and guidelines which relate to environmental aspects
- Implement objectives for reducing the environmental impact across the company in the following areas:
  - o CO2 emissions from transport
  - o Energy consumption
  - o Resource consumption
  - o Recycling
  - o Procurement and supply chain management

Through implementing a range of energy and resource- saving initiatives, we achieved the following sustainability goals in 2013:

- Paper consumption was reduced by 16% between January and December
- An increase in recycling led to a decrease of 38% kg saving in CO2 during 2013
- All company vehicles have been switched to low emission Toyota IQ (99g/km CO2 emissions) or Toyota Prius (Hybrid 89g/km CO2 emissions).

We are also very happy to confirm that we will also be fully cooperative with any sustainability policies that you employ across your sites and support them wholeheartedly.

**Q15. Value Added Services - Please provide details of any other value added, at no additional cost, benefits they can offer to the GLA as part of the contract. (In no more than 250 words) (5).**

1. Provide dedicated supporting services event management – to assist the Operations Manager, Nick Tolley with the event management and to provide support to the event team
2. Cross train the supporting services team regularly to ensure site knowledge is kept up to date
3. SIRAS – Shield Incident Reporting and Analysis Service – our incident reporting tool which can replace current methods and be more reliable and time effective for the team
4. Daily/weekly/monthly security information update to be sent from our monitoring centre who liaise with counter terrorism organisations. This will be relayed to the team and resource levels can be escalated if the risk level is increased
5. Provide the visible security team, on their badges, any languages they speak and if they are able to do sign language for the hard of hearing.
6. Close protection advice and site surveys to be carried out by our Strategic Solutions Division
7. We are currently working towards a partnership with Facewatch, currently utilised by the Metropolitan Police as well as many other police forces in the UK. This will allow circulation of persons of interest, to be sent by video streaming to the Shield Group Monitoring Centre and then distributed to the team, which will assist with effective control for the GLA. We would look to use this in collaboration with you, if deemed appropriate and useful.

**Q16. Membership of Professional Organisations – Please provide details of any Professional Memberships held, including any awards or accreditations made by the Security Industry Authority. (In no more than 250 words) (5).**

The Shield Group's level of accreditation is second to none in the industry. We have achieved the following recognised standards and awards:

- British Security Industry Authority (BSIA) Member
- Security Industry Authority (SIA) Approved Contractor Scheme – Our score of 155 puts us in the top five within our industry
- The Approved Contractor Scheme Pacesetters Member
- NSI Guarding Gold in accordance with:
  - BS EN ISO9001:2008
  - BS7499:2007 – Static site guarding and mobile patrols
  - BS7858:2012 – Security screening of individuals employed in a security environment
  - BS7984:2008 – Key holding and response service
  - BS7960:2005 – Door supervisors
  - BS7958:2009 – CCTV
- NSI ARC Gold in accordance with:
  - BS EN ISO 9001:2008
  - NSI SSQS 102
  - BS5979:2007 Category II
- NSI EMS Gold BS EN ISO14001:2008
- NSI H&S Gold BS OHSAS18001:2007
- Royal Society for the Prevention of Accidents
- Contractor Plus
- SAFE Contractor
- Data Protection Act
- IQ Industry Qualifications Centre Approval Certificate
- Community Safety Accreditation Scheme (CSAS) Accreditation

**Q17. Zero Hours Contracts – If any zero hours contracts are to be used to provide this service, please explain how this will work and state whether staff employed on a zero hours contract are excluded from working for other organisations. (In no more than 100 words) (5).**

The contracts of employment do not as standard specify a certain number of hours per week, but the vast majority of our staff are assigned to a specific shift pattern, and this will be the case for this contract.

Officers on zero hour contracts are not excluded from working for other organisations. We do however ask that they seek permission first. Our highly impressive employee retention is testament to our reasonableness in this regard.

**Q18. Employee Benefits – Please provide brief details of the standard employee benefits provided to staff in the organisation and any incentive schemes that apply to operational staff. For example number of days paid holiday, pension scheme contributions, discount schemes. (in no more than 100 words) (5).**

**Paid holiday entitlement:** 28 days holiday, including bank holidays. Double time paid on any bank holiday they work.

**Paid sickness:** SSP

**Staff incentives:** Our staff incentives include

- A funded SIA Licence (security)
- Uniform
- Established and agreed development within an individual training matrix, including regular refresher training
- Staff Association membership
- Discounts through major retail outlets
- Genuine career path and promotion prospects
- Auto-enrolment pension scheme
- Long Service Awards – 5, 10 & 15 years
- Death in Service benefit

Weekly pay run check to avoid pay discrepancies

**Q19. Staff Communications – Please provide a copy of your latest internal staff newsletter. Please make reference to this question on the newsletter (5).**

Please refer to Appendix 5 Q19 Staff Communications

**Q20. Technical Security Services - Provide details of the technical security services capabilities (as per section 4.6 of the specification) that can be provided. Should this service be sub-contracted details of this contractor must be provided. (Using no more than 250 words) (5)**

We can confirm that we are able to provide a number of technical security services, including:

- Explosive and dirty bomb detection
- Bug detection
- Vehicle, container and package scanning
- Sweep and search

These services would be sub-contracted to our trusted partner – C13 Associates. C13 are specialists in their field, and we will work alongside their technical security team, many of whom have military, police and communications backgrounds, to fully scope your requirements in this area.

**Q21. Managing Trespasses - Please provide below a sample generic method statement for the physical removal of a protester offering passive resistance and sitting down in a reception and blocking access. (Using no more than 250 words) (5)**

Before approaching the male in question, the officers will conduct a dynamic risk assessment – during which they judge whether or not they are able to resolve the situation without endangering any of the people or property around them in the process. If they decide it is too dangerous to proceed, they will immediately inform the Police. If, like in this situation, they decide to proceed, then the following steps will be taken:

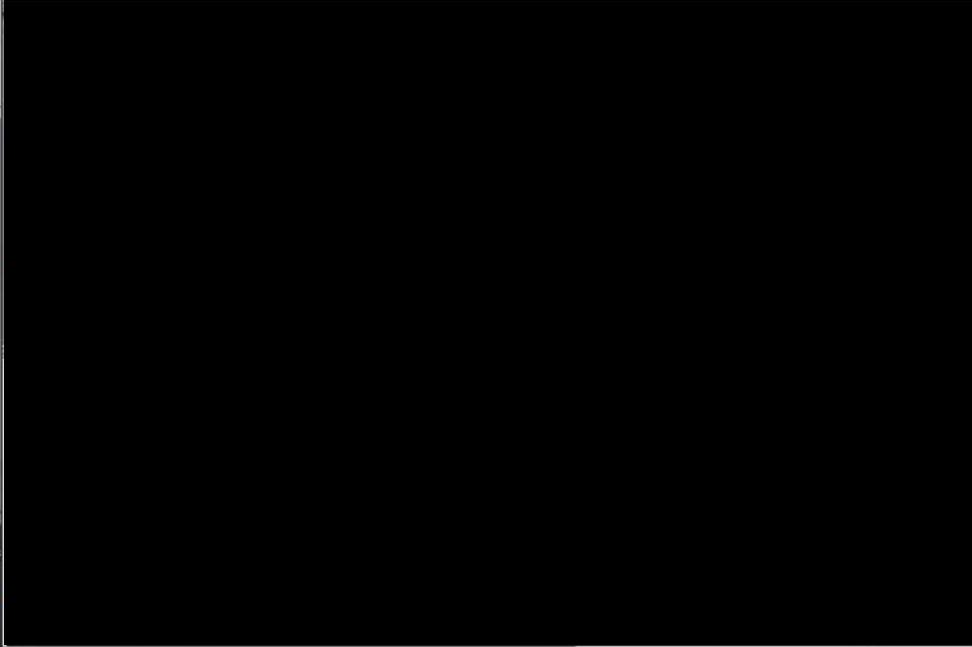
The officers would approach to protester in a non-threatening manner, and engage them verbally. They would remind the protester that they are blocking an access/egress point, causing an obstruction and potentially endangering those around them.

Where possible, the officers will offer the protester an alternative location in which to exercise their right to protest peacefully, without impeding on the access/egress points of the site.

If the protester refuses to move to this new position or off the premises if no alternative can be offered, then the officers will engage in unobtrusive physical contact (touching the forearm, upper arm and lower back only) in order to remove them. Our officers are trained in CALM (Crisis and Aggression Limitation and Management System) techniques, which are designed to minimise danger as well as aggravation in the subject.

If it is still not possible to peacefully remove the protester, or if the situation turns aggravated to the point of violence, our officers will inform the Police and control the situation until they arrive.

**Q22. Managing Trespassers** - Please provide details of 2 examples where your security officers have had to physically remove non-compliant people from a location, within the last 12 months, including details of the outcome. Do not use the same examples provided in the PQQ stage of this procurement. (Using no more than 300 words) (5)



**Q23. Incident Reports** - Please provide copies of the incident reports produced by one of the security officers involved in dealing with each of the incidents. Two reports in total are required (5 marks per report = 10)

**Attach your response as separate documents. Make reference to this question number at the start of your response**

Please refer to Appendix 6 Q23 Incident Reports

**Q24. Capacity to Supply - Please describe specifically for this contract how you will ensure your company will have the capacity to supply the right calibre of trained officers, with the correct uniform within the timescales required. For example a 12 hour deployment of 40 officers on Trafalgar Square with 24 hours notice. (Using no more than 250 words) (5)**



**Q25. Staff Selection - When selecting staff suitable for deployment at City Hall, what previous experience and/or personal attributes would you be looking for them to possess? (In more than 100 words) (5)**

During our recruitment process for suitable officers we would look for them to be of a high calibre, have a proactive nature and be motivated to deliver an excellent service. They must be punctual, smart and have an excellent command of English, and also able to understand conflict situations and have physical intervention skills, along with the highest customer service skills. Of benefit would be proven training, experience and knowledge of public space guarding. Any previous experience of working on a similar site would also be an advantage. We will aim to recruit a 50:50 ratio of men to women.

**Q26. Staff Selection - When selecting staff suitable for deployment at either Trafalgar Square or Parliament Square, what previous experience and/or personal attributes would you be looking for them to possess? (In more than 100 words) (5)**

In a similar vein to the requirements of City Hall, we will look for those who are smartly presented and with excellent communicative skills. They must be at ease with communicating effectively with various types of visitors, as well as the emergency services. Further emphasis would be placed on the need for those who have extensive experience in an enforcement role in the public realm, with first hand experience of conflict resolution and physical intervention. Experience in enforcing byelaws would be an advantage. We will aim to recruit a 50:50 ratio of men to women.

**Q27. Vetting - Please describe the pre-employment checks that are carried out on all employees and agency/contract staff. (In no more than 200 words) (5)**

We ensure that all security staff are appropriately vetted, licensed, trained and competent in the delivery of their duties prior to commencing work on site and in accordance with the Security Industry Authority standard BS7858:2012. We require all candidates to provide the following information, all of which we would verify:

- 5 year career/education history
- Proof of ID
- Proof of address
- Proof of right to work
- At least one character reference
- A declaration of no unspent criminal convictions
- An agreement that all information will be checked and that any misrepresentation of facts is reason to refuse employment
- A declaration that all information given is correct

All potential employees are fully checked for their right to work in the UK and our recruitment procedures fully comply with the requirements of The Asylum and Immigration Act 1996. Our compliance with this legislation has been highlighted as an area of best practice by ACS. We know that selecting the right people is one of the most important elements in underpinning the service that we aim to provide, so we endeavour to ensure that the integrity of our personnel is well established and maintained.

**Q28. Site Induction Training - Please state how many free of charge to the GLA hours/shifts worth of induction training officers would undertake on site before their time would be chargeable to the GLA. (In no more than 50 words) (5).**

As our training centre and operational headquarters are based nearby, we can deliver initial site training free of charge, and would deliver 5 sessions without charge. We would then discuss with you if there was a need for more training, and if this would be charged.

**Q29. Quality - Please explain how, in practical terms, quality standards will be monitored, maintained and where necessary improved, describing any systems and standards that are employed to monitor and measure quality of service delivery. (In no more than 250 words) (5).**

#### **Quality monitoring**

**Internal Audits:** Auditing internally is an important means of control, information gathering and checking on process implementation. Auditing protocols have been designed and are used at a number of levels:

- HS&E management audits
- Contract Management Audits
- Local Condition Audits
- Compliance audits

**In addition to our internal audits, we measure our performance in this area in the following ways:**

- Customer satisfaction surveys
- Penetration tests
- Mystery visitor audits
- Suspect package tests
- Bespoke assignment testing
- Dummy runs (including pay roll, new tenants, and fire evacuation)
- Training needs analysis assessments

**We have found that auditing in the above way ensures that policies and control procedures are well implemented, improvement is continuous and levels of compliance are high. Audits will be carried out every six months and results will be shared with you at the regular meetings.**

**External audits:** Audits by external bodies provide us with additional information and stimulus for improvement. We are regularly reviewed for our accreditations, including:

**ISO9001**

**ISO14001**

**OHSAS18001**

#### **Quality reporting**

**In order to provide GLA with a high degree of transparency, we will compile monthly service reports which will provide an accurate record of all service issues and recommend improvements. The monthly service reports will be summarised quarterly, presented and discussed with your key stakeholders. These meetings will help both parties determine strategies for the continuous improvement of the service of the Heritage Wardens**

**Q30. Terms and Conditions of Contract - The GLA's terms and conditions set out in the Contract for Services, supplied with the tender pack, shall apply to all activities undertaken in connection with this specification. The contractor is required to agree to these terms and conditions.**

**Confirm understanding and acceptance eg. respond as "understood and accepted" (PASS/FAIL)**

**Understood and accepted**

**You will receive a Pass mark if you propose amendments to the Terms and Conditions as long as you have completed the Form of Tender (page 19) confirming that you are proposing changes.**

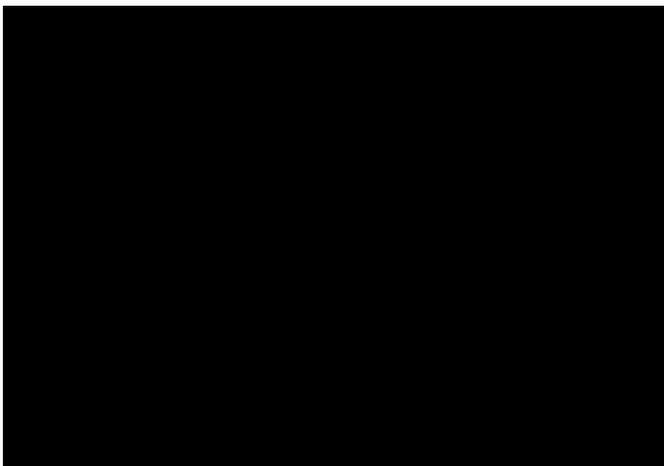
**Please detail any amendments in a word document which is clearly marked with each clause.**

**This response is submitted against the specification for Supporting Security Services to the Greater London Authority, specification reference GLA097E, Issue 1.**

**I confirm and accept that:**

- 1. The information provided in the Invitation to Tender (ITT) document for the provision of Supporting Security Services to the Greater London Authority, reference GLAFM097E was prepared by Greater London Authority ("GLA") in good faith. It does not purport to be comprehensive or to have been independently verified. Neither GLA nor any member of the GLA group has any liability or responsibility for the adequacy, accuracy, or completeness of, and makes no representation or warranty, express or implied, with respect to, the information contained in the Invitation to Tender document or on which such documents are based or with respect to any written or oral information made or to be made available to any interested Supplier or its professional advisers, and any liability therefore is excluded.**
- 2. Nothing in the ITT document or provided subsequently has been relied on as a promise or representation as to the future. GLA has the right, without prior notice, to change the procedure for the competition or to terminate discussions and the delivery of information at any time before the signing of any agreement.**
- 3. GLA reserves the right to award the contract for which tenders are being invited in whole, in part or not at all.**
- 4. This tender shall remain open for acceptance by GLA and will not be withdrawn by us for a period of 3 months from the date fixed for return.**
- 5. The information provided by us is true and accurate.**

**Having made due allowances for the full requirement in the ITT documents we hereby offer to provide the Goods and Services to GLA (or any member of the GLA group) in accordance with the terms and conditions stated therein for the rates detailed in the schedule of Charges, Schedule 4 .**



Note, by completing box 1 you agree to our terms and conditions of contract. If you do not wish to accept these conditions you should complete box 2. You should submit your bid clearly detailing your reasons for non-acceptance. If we offer a contract in the belief that your bid is compliant and you then attempt to negotiate alternative conditions we WILL withdraw our offer.



Or

I wish to submit a bid but I am unable to accept your conditions of contract and I have made an alternative proposal based on the revisions in the attached word document. In doing so I am aware that it could prejudice the outcome of the tender analysis.

2.	I DO NOT agree to accept the Conditions of Contract attached to this ITT.	
Name:		Date:
Signed:		

# Schedule 4

**Pricing Schedule for the provision of Supporting Security Services to the Greater London Authority**

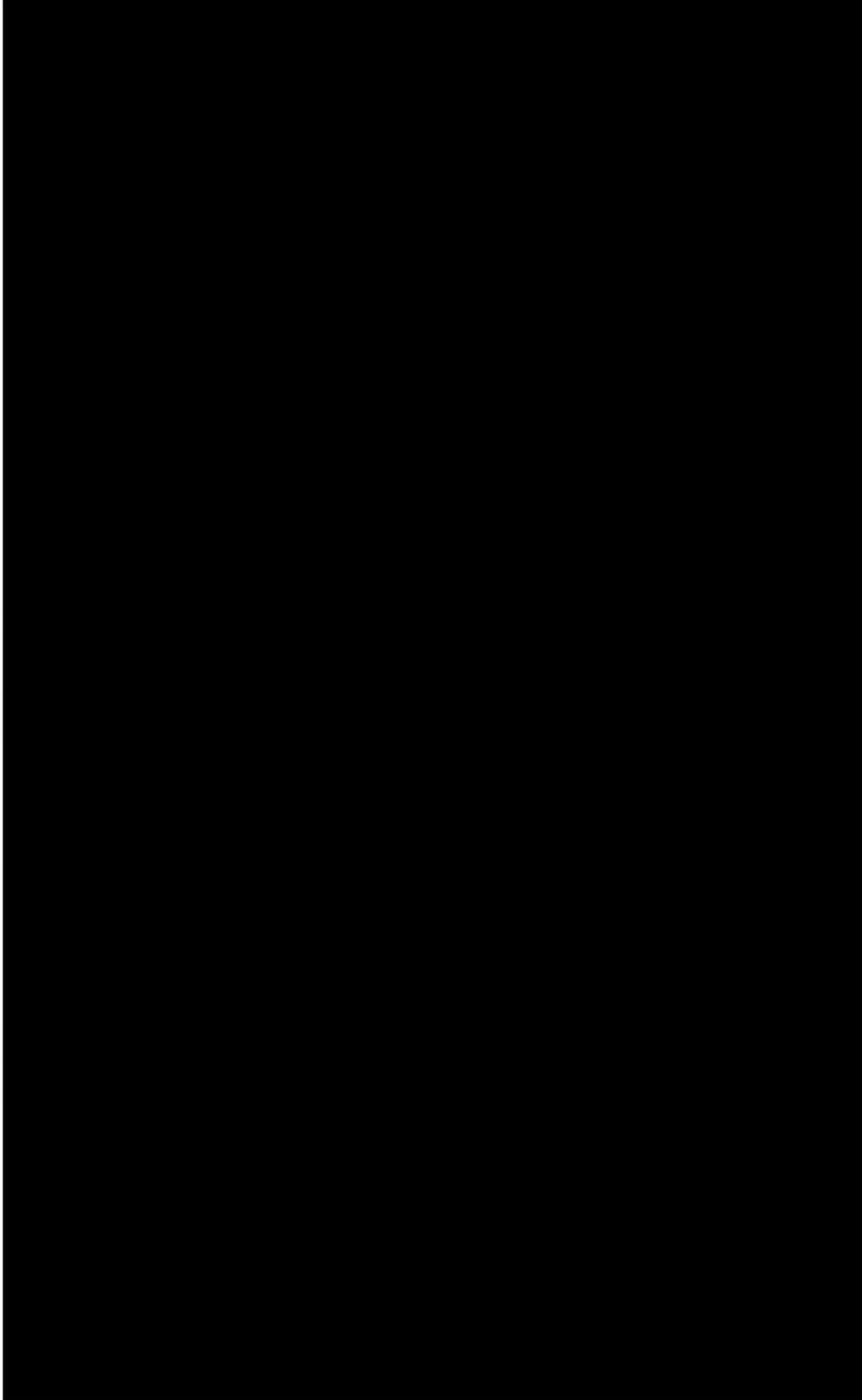
**Specification Reference GLAFM097E, Issue 4**

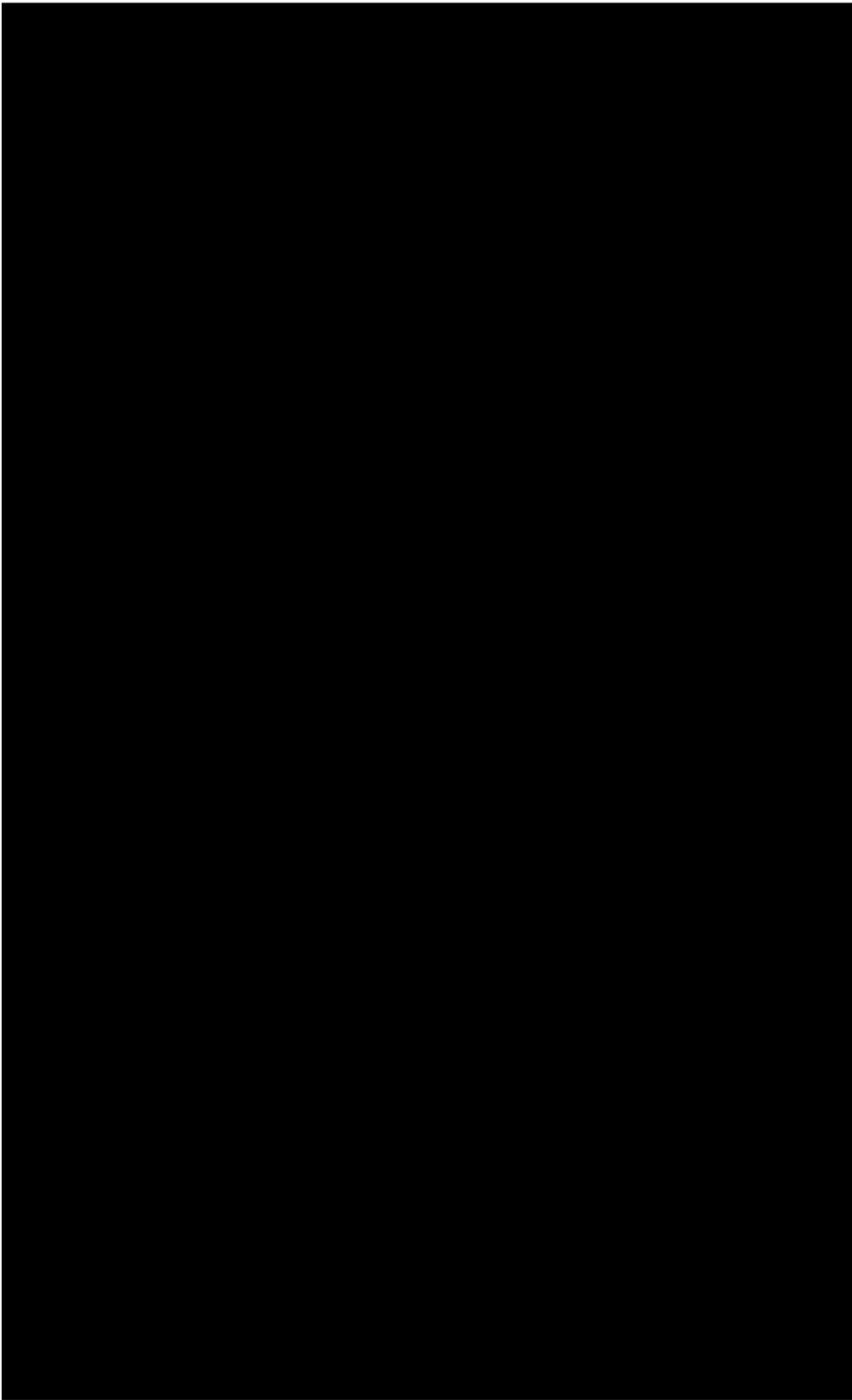
**Company Name:**

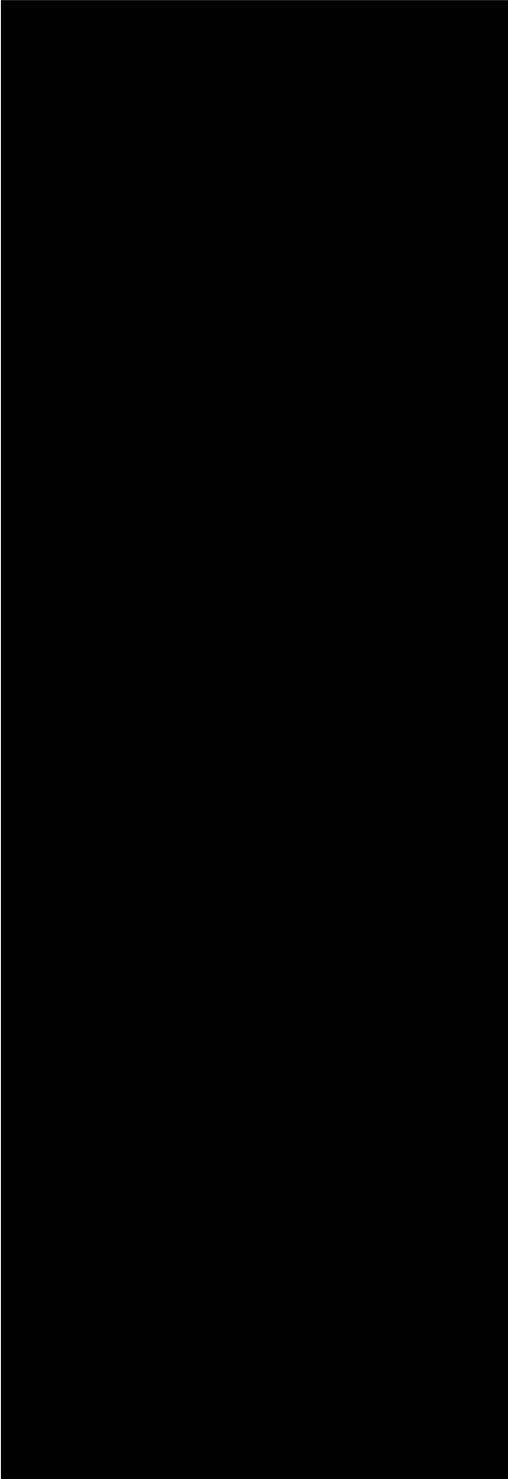
The Shield Group

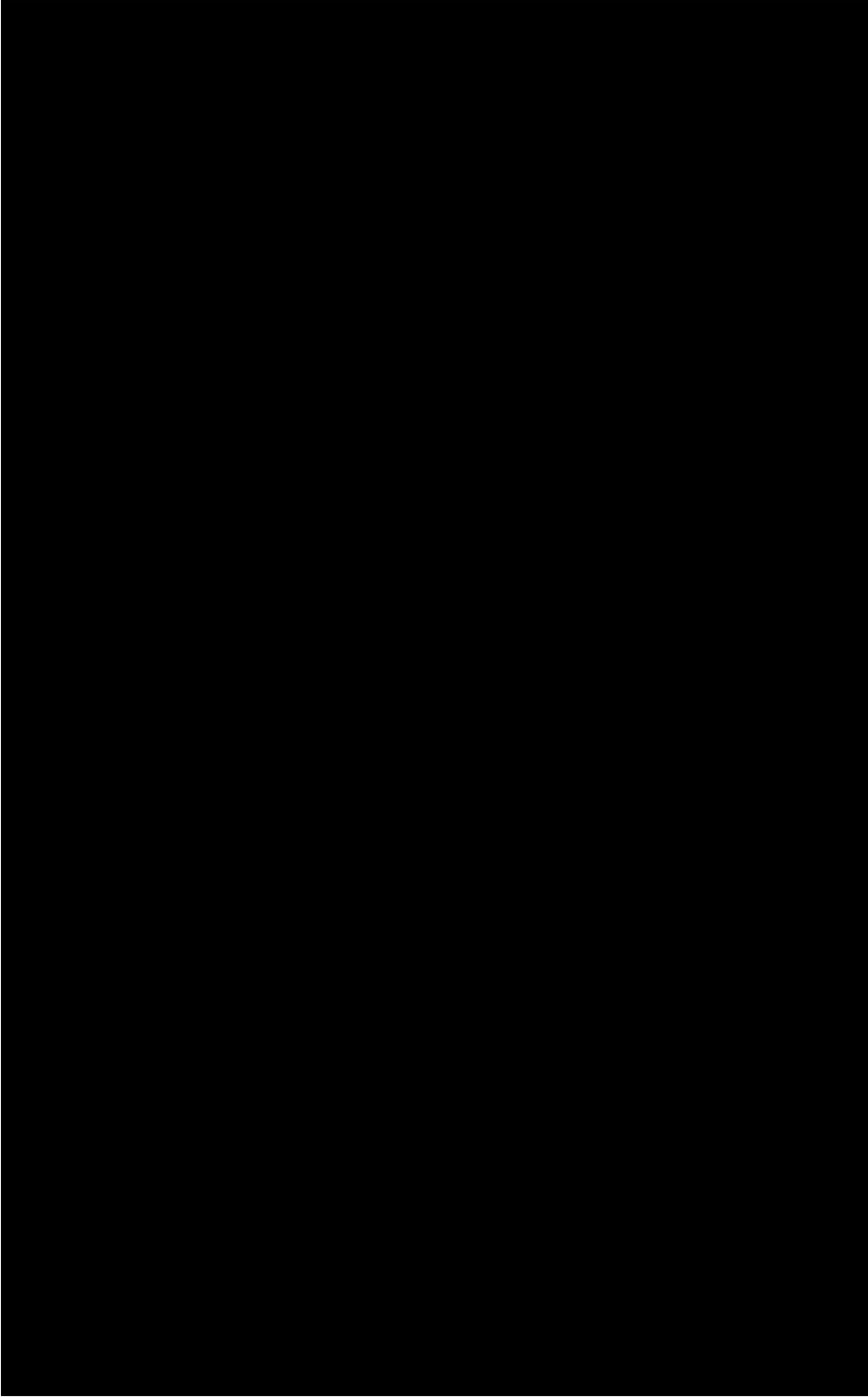
**GREATER LONDON AUTHORITY**

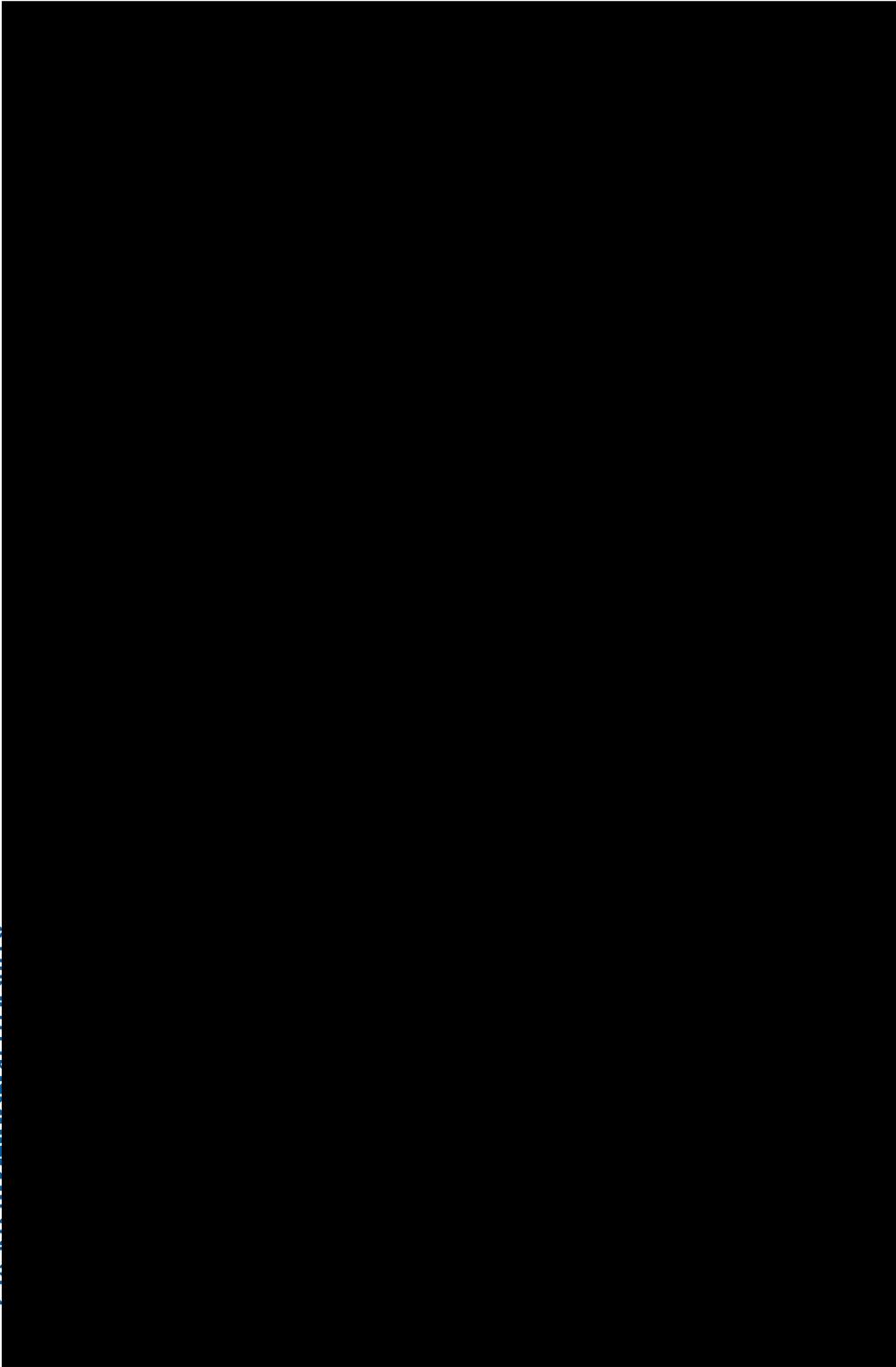
**Pricing Schedule for the provision of Supporting Security Services to the Greater London Authority**

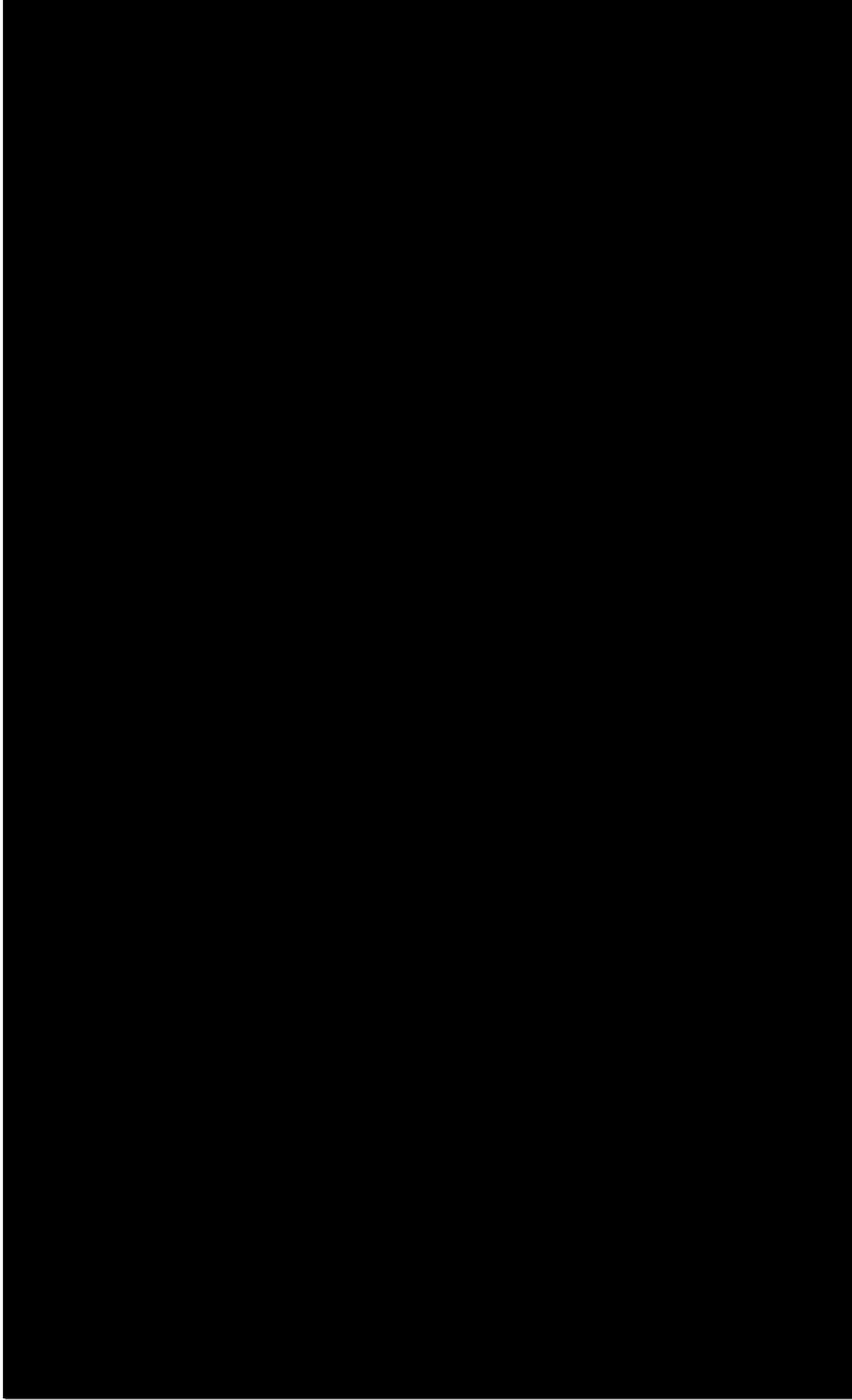






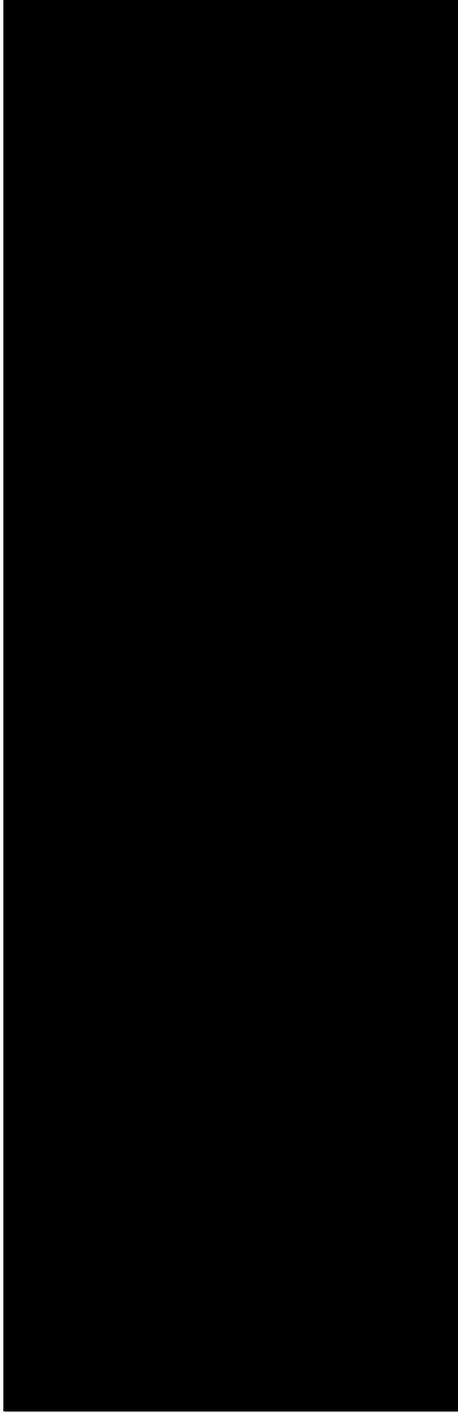






**GREATER LONDON AUTHORITY**

Please note the pay rates stated in Years 2, 3, and 4 may need to be increased if they fall below the London Living Wage or if they are affected by changes in legislation.



For and on behalf of: The Shield Group



---

**Attachments:** Attachment 1: Services to be provided and other relevant information

Attachment 2: Service Provider's Proposal

Draft Call-Off Contract



Signed: \_\_\_\_\_  
for and on behalf of the Authority

**Attachments:** Attachment 1: Services to be provided and other relevant information

Attachment 2: Service Provider's Proposal

Draft Call-Off Contract

## Attachment 1

[To be completed by the Authority]

### 1. Services to be provided and associated information

*[Detail here all (a) Services and (b) deliverables with full descriptions of what is required.*

*Include a Project Plan that clearly identifies the project milestones against which payments are to be made. This may be as simple as a plan that contains dates for acceptance and completion. If no plan is available, or if the milestones cannot be specified at this stage, you must request the Service Provider to include a proposed plan and milestones in their response.*

*You should also define other requirements you wish the Service Provider to respond to such as:*

- *details of any technical and/or functional specifications and/or any service levels (as applicable) of any Deliverable or Service required by the Authority to be delivered or achieved by the Service Provider;*
- *Working Hours;*
- *CVs of the Personnel to be working on the project;*
- *estimated time-lines for each of the milestones and for the overall project;*
- *the Service Provider's best price offer based on charges (subject to Schedule 4);*
- *the Service Provider's proposal for staged payments or whether pro-rata monthly payments will apply;*
- *any materials, equipment or goods required to provide the Services, including Service Provider IPR deliverables and Third Party IPR deliverables;*
- *any material assumptions or facts relied upon by the Authority in compiling it and any other material information which relates to the Services required to be provided and/or performed;*
- *Service levels, and measurement thereof;*
- *any warranties and/or representations required from the Service Provider.]*

## **2. Acceptance Criteria**

*[If the Authority requires any deliverable (whether in isolation or in combination with other deliverables (eg as a solution, package, or system)) and/or any Service to be subject to acceptance and/or service validation tests (as applicable), define the acceptance criteria which the Service Provider must ensure]*

## **3. Timetable**

Commencement Date [complete only if different from the date of the Call-Off Contract]:

Call-Off Term:

## **4. The Authority account details**

Relevant account code and cost centre:

## **5. The Authority's Call-Off Co-ordinator**

Name:

Address:

Phone:

Fax:

Email:

## **6. Additional insurance (if any) to be held by Service Provider:**

*[Delete as appropriate]*

- a) Employer's liability insurance to be increased to £[X] million per incident;
- b) Public liability insurance to be increased to £[X] million per occurrence with financial loss extension;
- c) Professional indemnity insurance to be increased to £[X] million in the aggregate per annum for the duration of the Call-Off Contract/ Agreement and for 6 years after expiry or termination of the Call-Off Contract/Agreement; and
- d) Product liability insurance to be increased to £[X] million in the aggregate per annum with financial loss extension.

## **Attachment 2**

### **Proposal**

*[To be completed by the Service Provider]*

#### **1. Proposed Solution**

The Service Provider should detail how it proposes to deliver the Services set out in Attachment 1, including (where requested) a Project Plan (this may be as simple as a plan that contains dates for acceptance testing and completion depending on the particular project), details of any equipment and materials required and service levels.

#### **2. Charges**

The Service Provider should set out the charges for the Services required, their provision and the contract model as set out in Attachment 1, taking into account that the rates used to calculate the Charges shall not exceed the Rates set out in Schedule 4 of this Agreement.

#### **3. Service Team and Personnel**

Details of the Service Provider's Manager, and Personnel, including grades and areas of responsibility. Please attach copies of CVs.

#### **4. Experience**

An outline of relevant past work or projects including references;

#### **5. Proposed sub-contractors (if any)**

Name and contact details of proposed sub-contractor(s) and details of any proposed sub-contracted work:

#### **6. Proposed completion date**

[Complete only if different from duration/expiry date stated in Attachment 1]:

#### **7. Insurance**

The Service Provider should confirm that additional insurance cover has/will be arranged according to the requirements (if any) set out in Attachment 1.

#### **8. Other Information**

---

**Attachment 3**  
**Special Conditions for Call-Off**



- 2.2 The Service Provider acknowledges that it has been supplied with sufficient information about this Agreement and the Services to be provided and that it has made all appropriate and necessary enquiries to enable it to perform the Services under this Call-Off Contract. The Service Provider shall neither be entitled to any additional payment nor excused from any obligation or liability under this Call-Off Contract or this Agreement due to any misinterpretation or misunderstanding by the Service Provider of any fact relating to the Services to be provided. The Service Provider shall promptly bring to the attention of the Call-Off Co-ordinator any matter that is not adequately specified or defined in the Call-Off Contract or any other relevant document.
- 2.3 The timetable for any Services to be provided by the Service Provider and the corresponding Milestones (if any) and Project Plan (if any) are set out in Attachment 1. The Service Provider must provide the Services in respect of this Call-Off Contract in accordance with such timing and the Service Provider must pay liquidated damages in accordance with this Agreement of such an amount as may be specified in Attachment 1. The Service Provider shall be liable for the ongoing costs of providing Services in order to meet a Milestone.
- 2.4 The Service Provider acknowledges and agrees that as at the commencement date of this Call-Off Contract it does not have an interest in any matter where there is or is reasonably likely to be a conflict of interest with the Services provided to the Authority under this Call-Off Contract.

### **3. CALL-OFF TERM**

This Call-Off Contract commences on the date of this Call-Off Contract or such other date as may be specified in Attachment 1 and subject to Clause 4.2 of this Agreement, shall continue in force for the Call-Off Term stated in Attachment 1 unless terminated earlier in whole or in part in accordance with this Agreement.

### **4. CHARGES**

Attachment 2 specifies the Charges payable in respect of the Services provided under this Call-Off Contract. The Charges shall not increase during the duration of this Call-Off Contract unless varied in accordance with this Agreement. The Service Provider shall submit invoices in accordance with this Agreement and the Charges shall be paid in accordance with this Agreement.

### **5. CALL-OFF CO-ORDINATOR AND KEY PERSONNEL**

The Authority's Call-Off Co-ordinator in respect of this Call-Off Contract is named in Attachment 1 and the Service Provider's Key Personnel in respect of this Call-Off Contract are named in Attachment 2.

This Call-Off Contract has been signed by duly authorised representatives of each of the Parties.

**SIGNED**

For and on behalf of the [*Authority*]

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

**SIGNED**

For and on behalf of [*the Service Provider*]

Signature: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Date: \_\_\_\_\_

## Attachment 1

[To be completed by the Authority]

### 1. Services to be provided

### 2. Timetable

Commencement date [complete only if different from the date of the Call-Off Contract]:

Call-Off Term:

Attach Project Plan (if any) (including Milestones if applicable)

### 3. Liquidated Damages

Amount of liquidated damages per day (if any):

### 4. Expenses

Expenses (if any) that the Service Provider may claim:

### 5. Authority Account Details

Relevant account code and cost centre:

### 6. Authority Call-Off Co-ordinator

Name:

Address:

Phone:

Fax:

Email:

### 7. Availability of Key Personnel

The Service Provider's Key Personnel shall be available at the following period of notice:

### 8. Other information or conditions

Specify any other information or special conditions relevant to provision of Services under this Call-Off Contract

## **Attachment 2**

[To be completed by the Service Provider]

### **1. Charges**

Charges to be specified on a time and materials or fixed fee basis. If time and materials fee, also specify maximum price for provision of the Services.

### **2. Key Personnel**

The Service Provider's Key Personnel (include grades and areas of responsibility):

### **3. Proposed sub-contractors (if any)**

Name and contact details of proposed sub-contractor(s) and details of any proposed sub-contracted work:

### **4. Proposed completion date**

**[COMPLETE ONLY IF DIFFERENT FROM DURATION/EXPIRY DATE STATED IN ATTACHMENT 1]**

---

**Attachment 3**  
**Special Conditions for Call-Off**

**SCHEDULE 7 - FORM FOR VARIATION**

Agreement Parties: *[to be inserted]*

Call-Off Contract Number: *[to be inserted]*

Variation Number: *[to be inserted]*

Authority Contact Telephone *[to be inserted]*

Fax *[to be inserted]*

Date: *[to be inserted]*

**AUTHORITY FOR VARIATION TO AGREEMENT (AVC)**

Pursuant to Clause 32 of this Agreement, authority is given for the variation to the Services and the Charges as detailed below. The duplicate copy of this form must be signed by or on behalf of the Service Provider and returned to the Call-Off Co-ordinator as an acceptance by the Service Provider of the variation shown below.

DETAILS OF VARIATION	AMOUNT (£)
<b>ALLOWANCE TO THE AUTHORITY</b>	
<b>EXTRA COST TO THE AUTHORITY</b>	
<b>TOTAL</b>	

.....  
For the Authority

ACCEPTANCE BY THE SERVICE PROVIDER	
<b>Date</b>	<b>Signed</b>

---

**SCHEDULE 8 - AUTHORITY POLICIES AND STANDARDS**